Medicine. Some of these curricula are being redesigned. Careful estimates are being prepared as to the number of graduates required by the country.

- The possibility of a new Faculty of Public Administration and Management.

- Several new curricula, such as Forestry in the Faculty of Agriculture. Elimination of several curricula which are not directly relevant to the development process, such as Journalism, and Women's Curriculum in Islamic Law. Others, such as the Professional Education major, also are under close scrutiny.

- A University-wide credit system, similar to that commonly used in U.S. universities, which will permit students to take courses from several Faculties or Departments.

- Elimination of duplicate curricula and course offerings in the various Faculties.

- Completely new curriculum alternatives in Education, and adoption of teacher education as primary missions for the Faculties of Science and of Letters and Humanities.

- Elevation of the status of Departments in the University, at the expense of the present dominance of the Faculties. It is possible that the Faculties will be entirely replaced by some other organizational form employing non-traditional groupings of departments.

- Several new construction projects, including an addition to the Classroom-Office Building of the Faculty of Agriculture, and a

new building complex at the University Farm.

- Seven to ten percent increases in the output of graduates in some of the Faculties, including Agriculture and Engineering.

With regard to increased output of graduates, the Faculties and the Planning Committee have been repeatedly cautioned that USAID has little interest in supporting Kabul University in the manner of former traditional Higher Education projects, and that they should consider alternate sources of foreign assistance to provide for projected growth rates. Foreign assistance will likely be required for faculty scholarships as a minimum, if the student body is to grow significantly.

We have been assured that the Government of Afghanistan's planning procedures (established with the aid of the Soviets) provide flexibility so that the Seven-Year Plan will be frequently revised, after its approval. Hence, the need for Nebraska short-term consultative assistance in Planning could possibly develop again before expiration of our contract.

c. <u>University Outreach</u>

Most Nebraska Team members have travelled extensively with their counterparts to identify research needs and to tailor curricula to the needs of Afghanistan. This includes visits to schools, GOA ministry offices, construction projects, manufacturing plants, power stations, agricultural research stations, and farms. Our Plant Science Specialist and his counterparts have travelled most extensively, having

visited all but four provinces of Afghanistan. A concerted effort is being made to foster cooperation between the University and GOA ministries. Improved cooperation and communication has been achieved in several cases. Summaries of research, consulting and curriculum development activities constituting major University efforts to reach out into the development process are included in this section.

(1) Research and Consultation

Upon its arrival, the Nebraska Team found little in the way of research or consultation activities at Kabul University. The University Research Center (URC) had funded no research for over a year, and the only existing KU organization providing consulting services (CECSAR--at the Faculty of Engineering) was not operative.

The URC, under questionable leadership, was in the extended process of drafting a new "constitution" which was to be concerned primarily with accounting for research funds. They were excessively preoccupied with schemes for measuring the worth of academic research and providing commensurate compensation, and were actually proposing the recovery of payments made for research deemed of questionable value. Until the new constitution was completed and approved, the Director was unwilling to fund research of any kind. He refused even to pass on funds to faculty from foreign agencies who were willing to judge for themselves the quality of research proposals and to take their chances on results. Some unfunded individual faculty research was

underway, and the tempo of this has increased considerably in recent months. We are presently providing technical assistance for eight such projects in the Departments of Education. Faculty members are still interested in promotion, which is tied to research efforts. Hence they frequently seek advice from Nebraska Team members on research design, data analysis, and the like.

A number of interesting applied research proposals have been submitted to the URC for funding, and others are being prepared with Nebraska Team assistance. One such particularly significant example is a joint KU-Ministry of Education project for a study of the impact of the USAID assisted Rural School Building project. This is interdisciplinary, involving educational, economic, and sociological aspects, and will require a highly organized team approach. The several meetings involved in preparing the proposal have materially contributed to KU-MOE cooperation, and additional joint projects are anticipated.

Another proposal to be submitted to the URC will be for a study of the "Quality and Utilization of Kabul University Graduates." This study will indicate the degree of relevance of KU's output to the development process, and will provide information needed for university planning and curricular adjustments. It is hoped that machinery can be established to repeat this survey annually.

In Agriculture, five projects in Animal Science are pending and have considerable promise. These include evaluations of

breeds and types of poultry, dairy cattle, and sheep for the purpose of optimizing egg, milk, meat and wool production. They also involve sheep feeding trials with low quality roughages, and studies of quality losses in stored alfalfa hay. Our Animal Science Consultant has also assisted in reorganizing the University Farm and worked with the Farm staff to make them aware of their responsibilities, especially their supportive roles in the conduct of Agricultural Research.

Also in Agriculture, a Vegetable Seed Collection project is underway (as yet unfunded) to establish a basis for future vegetable breeding projects. Over 150 varieties of vegetable and legume seeds have been collected from throughout Afghanistan. Arrangements have been made in the U.S. to augment this collection with American materials, based on climatic analogues. Also, a research and teaching proposal entitled "Collection of Economic Insects in Kabul and Nangahar Provinces" has been prepared.

Initial plans have been laid in the Faculty of Agriculture for a Wheat Symposium in 1976. It is planned that this will bring wheat researchers from the U.S. and other countries.

Meanwhile, the new URC Director (appointed in May 1975) has gathered a committee, and with the assistance of the Nebraska Team they have developed a proposed infrastructure for the URC. They have also streamlined the draft constitution mentioned above, and have submitted it for University and Ministry of Education approval. A concerted attempt has been made to have a research fund of Afs 500,000 released

for immediate use. It is not known yet whether release of these funds will require prior approval of the new constitution, but we understand that both requests are moving forward. In any event, it is the intention of the KU Administration that all research be funded through the URC, irrespective of source of funds.

Simply put, the Nebraska Team has assisted the University in re-establishing the URC machinery, and has facilitated and encouraged the preparation of research proposals in the anticipation that that machinery will become functional in the near future.

In the area of engineering consultation, CECSAR was re-established in September 1974, and has been active since that time. Fifty-one projects have been undertaken, most of them of modest size. Larger projects underway include "Roofing Design for the Rural School Building Project," and "Soil Investigation for the Proposed Khoja Ali Dam." A new constitution has been drafted which merges CECSAR with a similar fledgling organization known as Architects-Engineers Planners (AEP). This constitution should provide continuation of a viable organization after departure of the Nebraska Team. Pending governmental approval of the constitution, CECSAR continues to operate under an old "protocol" written in 1971.

Plans are underway to involve CECSAR in the Rural Works and Rural School Building Projects which are to be reimbursed by USAID under the Fixed Amount Reimbursement (FAR) system. Along with the present work volume, the addition of this work (design, monitoring, inspection)

should provide about all the consulting CECSAR can handle with its present staff. There is a great deal of support at the highest levels of the GOA to involve CECSAR in this work, and final contractual arrangements with the GOA should also result in early approval of the new constitution.

(2) Curriculum Development

As mentioned earlier in this report, various curricula throughout the University are under examination in connection wtih the Seven-Year Planning process. Attempts are being made to provide greater relevance to the development process, and others will be dropped for lack of such relevance or lack of other perceived benefits. A brief summary of the status of curriculum development provided under the project follows.

Our Education Specialists have been working with the Departments of Social Science, English, Science Education, and Professional Education, all formerly of the Faculty of Education which was dissolved in early 1974. These departments are now collectively referred to as the "Departments of Education," and are being merged with either the Faculty of Letters and Humanities or the Faculty of Science. During the latter part of 1974 and early 1975 it was quite unclear to us and to the Afghan faculty members how this was to be carried out, and morale in the concerned departments was especially low. Our consultants have worked with individuals and small groups in designing teacher training and research courses, including topic selection,

improvement of relevance, and identification of textual materials for translation. They have secured from colleagues on the Nebraska campuses and from professional organizations such as NEA, ETS, UNESCO, and book companies, many materials for reference and classroom work, without expense to the contract. Innumerable meetings have been held with interested faculty on education topics, particularly in the areas of (1) how to make the teacher education sequence more relevant, (2) how to generate interest in meaningful education research, and (3) how instructional practices might be improved.

These early efforts laid the groundwork for more recent formal involvement in curriculum planning in connection with the Seven-Year Plan. The new administration has made it clear that the merger of the Departments of Education with the Faculties of Letters and Humanities and of Science will involve a redefinition of the roles of those latter Faculties. They are to shift their emphasis from "academic" training (for which graduates are not needed by the country) to the training of secondary teachers. This requires a complete revamping of curricula, and major inputs have been provided into the deliberations of the Teacher Training Committee and the Professional Education Curriculum Committee, both of which are preparing portions of the Seven-Year Plan. In addition to designing curricula for the various majors and minors, the former committee is preparing new course outlines. All planning is predicated on adoption of a credit system, common to U.S. universities but never before used in the concerned Faculties.

In the Faculty of Agriculture, the Plant Science curriculum has been found to be basically sound. Development can take place gradually as the capability of the staff grows, in numbers and in training. The Animal Science curriculum has been revised somewhat to incorporate more practical work, in response to input obtained from employers of the Animal Science graduates (veterinarians, researchers, and farm managers). Teaching materials have been improved in the area of Conservation. A new curriculum in Forestry will apparently be established, and our Plant Science Consultant chairs a committee studying this. The committee works closely with the Ministry of Agriculture.

A curriculum in Mechanized Agriculture has been established and approved by the Faculty, and will go into effect in the fall semester, 1975. This curriculum will include courses to be taken in the Faculty of Engineering. Considerable effort was required to obtain Faculty of Engineering approval of a new curriculum in Agricultural Engineering. This curriculum as well as Mechanized Agriculture above, was designed <u>with</u> input from the Ministry of Agriculture. Both will be included in the Seven-Year Plan. If staffing problems can be resolved, Agricultural Engineering will go into effect also in the fall semester of 1975. Several members of the Faculty of Agriculture must be transferred to Engineering, or new staff must be hired. The former alternative is encountering problems which are perceived as mainly political in nature. We continue to push for resolution of this matter.

Also in Engineering, progress has been made in shifting the emphasis of the Electrical Engineering curriculum from Electronics to Power Generation and Distribution. A much greater need exists in the country for the latter. After extensive visits to the various agencies requiring graduates of this program, a completely new curriculum has been designed and approved by the Department, and hopefully will be included in the Seven-Year Plan. There has been some discussion by the University Planning Committee, however, of dropping the program in favor of a similar, but more specialized program in the Soviet supported Polytechnic, where better laboratory facilities exist. We believe Afghanistan needs both programs and have discussed this with the Planning Committee. Faculty approval and implementation of the new curriculum await this decision.

The Management Engineering and Food Processing curricula are being developed as options of a revised Mechanical Engineering curriculum to be included in the Seven-Year Plan. Food Processing, however, will be redesignated "Process Engineering," and will be broader than originally envisioned. These arrangements have been approved by the department, and Faculty approval is pending. The initial course in Management Engineering was offered to 130 students last semester, but full implementation of this program will depend on acquisition of additional staff for the department. Initial steps are being taken to hire up to seven new staff members.

The Vocational Technical Education Program was

1. Project Objectives

The major purposes of this project are to stimulate and support applied faculty research and to establish or improve certain critically needed development-related curricula at Kabul University (KU), in response to the Government of Afghanistan's desire to achieve greater involvement of KU in the development of Afghanistan. KU's highly trained academic personnel constitute a considerable technical manpower resource capable of making direct contributions to the development process, provided that meaningful research and consulting opportunities are made available. It is also expected that such involvement will result in attitudinal changes among the faculty and student body, leading to the production of highly motivated graduates prepared to solve practical problems.

These efforts are confined to the Departments of Education and the Faculties of Agriculture and of Engineering, along with the supporting Central Administration, where the greatest potential for developmental payoff is seen, and where USAID support has been given for a number of years.

Since continuation of projects of this sort at KU is not anticipated, it is especially important that the Faculties and Administration be "weaned" of USAID support. A paramount objective, therefore, is creation of curricular and administrative systems that are self sustaining, and an overall attitude of self-reliance.

The project Logical Framework provides greater detail on project

significantly improved last semester. With a great deal of effort by our consultant and his counterpart, new staff have been hired, the former curriculum revised, courses outlined, a freshman entrance examination designed and administered, schedules established, and classes started. This program previously had sophomore and junior students, but no permanent home base, and a full-time staff of only one instructor. It was transferred from the Faculty of Education to Science and finally to Engineering. Several problems remain which are mostly attributable to placement of the program in Engineering, whose faculty members are less than enthusiastic about the arrangement. The department does not receive equitable treatment insofar as classroom assignments and various forms of material support are concerned. Means are being sought to resolve these issues. It is quite likely that the program will be housed separately from Engineering under the provisions of the Seven-Year Plan, but this will not take effect for a year or so.

Several Nebraska Team members have been active in teaching of specialized courses or providing periodic lectures in connection with curriculum development activities. This is believed to have accelerated progress by introducing new ideas and teaching techniques. Counterparts have assisted in most cases.

4. Staff Development

a. USAID Participants

The project provides full support for overseas academic training for forty-three KU faculty members (41 at U.S. universities, 2 in Iran). The purpose of these scholarships is to upgrade the qualifications of staff members in project-related areas. Distribution of participantships among the Faculties is as follows:

	Degree Sought		
	Masters' Level	Doctoral Level	Total
Departments of Education	6	3	9
Faculty of Agriculture	0	11	11
Faculty of Engineering	12	5	17
Central Administration	4	2	6
Total:	22	21	43

In addition, five other participants who started their programs under earlier projects have received partial support under the project.

All participants were nominated by KU and approved by USAID prior to the arrival of the Nebraska Team, and many had departed. Others have been departing in recent months, and the last two will leave during September 1975.

The Faculties will be somewhat short of instructors until these participants return. This is being handled by reducing the number of course offerings of the Faculties somewhat, by requesting

Peace Corps Volunteers for teaching, and by overloading Afghan faculty. Nebraska Team members provide a limited amount of teaching assistance in areas where new curricula are being introduced. The teaching loads of most senior staff are not considered excessive at this time, except possibly in Agriculture.

Loads must be kept at a reasonable level if we are to succeed in encouraging a significant amount of research activity. It is estimated that the forty-three participants will return and be available for teaching and other assignments on the following schedule:

	1975	1976		1977		1978	
	2nd Term	1st Term	2nd Term	1st Term	2nd Term	1st Term	Total
Departments of Education	3	2	0	2	2	0	9
Faculty of Agriculture	1	0	0	1	4	5	11
Faculty of Engineering	2	4	1	4	6	0	17
Central Administration	0	0	1	4	1	0	6
Totals:	6	6	2	11	13	5	43

We have completed arrangements for two participants (one in Agriculture and one in Education) to carry out their doctoral research in Afghanistan. In both cases, these arrangements involve cooperation between KU and one of the Government Ministries. Both participants will return to U.S. universities to complete and defend their theses.

b. Visiting Lectureships

The project provides sixteen Visiting Lectureships, of which ten are included in the Nebraska Contract and six are funded directly by USAID. These Lectureships provide one year academic tours at U.S. Universities for the purpose of updating teaching and research skills. They are generally available to KU faculty who are approximately at the mid-point of their academic careers and who possess terminal academic qualifications.

Ten Lecturers have been selected by KU and have been placed at U.S. Institutions. By the beginning of the September 1975 semester, nine of these will have departed, and three of them will have returned.

c. Other Foreign Assistance

Outside our project twelve faculty members from KU departed for Lebanon and Iran on USAID scholarships in the years 1973 through 1975 (the period roughly corresponding to the project).

USAID is not alone in its efforts to upgrade the quality of the faculty at Kabul University. During 1973 and 1975, fifteen other countries sent 123 KU faculty members abroad for training, mostly for advanced degrees. The largest contributors were the USSR (49), Germany (21), and India (15).

During this same period 267 Kabul University students were sent for undergraduate training in 23 countries. The largest contributors were the U.S.A. (89), Germany (51), India (33), and the USSR (24).

5. Material Resources

Kabul University has always suffered a lack of materials needed to carry on a first rate educational effort. Although recent improvements have been observed since the appointment of the new KU administration, serious deficiencies exist in textual materials, laboratory equipment and teaching aids. Students simply do not have textbooks for many courses, although this situation is less serious in the Faculties that conduct instruction in English (Engineering and Agriculture). The administration recognizes this fact as being the most serious impediment to quality education at KU, and will address the matter seriously in the Seven-Year Plan.

a. USAID Commodity Funds

As mentioned earlier, project commodity funds were reduced from $165,000 to $120,000 prior to the arrival of the Nebraska Team, due to delays occasioned by the lack of machinery at KU to accomplish foreign purchasing. Orders for all but about $21,000 of the remaining amount have been placed recently. The total $120,000 has been allocated as follows:

Education	$ 25,534
Agriculture	31,955
Engineering	44,742
Vocational Technical Education	12,767
Central Administration	5,002
Total:	$ 120,000

Although the delay in placing orders has caused shortages in the Faculties, it has turned out that the commodities ordered are probably more supportive of project objectives than if placed earlier without the assistance of the Nebraska Team. All orders will have been placed between five and seven months after arrival of the main contingent of the Nebraska Team, at a time when they were aware of the most critical needs in connection with their individual curriculum development efforts.

All orders placed have been for textbooks, library support, teaching materials, and spare parts, in accordance with the Project ProAg. Every attempt has been made by both the KU administration and the Nebraska Team to limit purchases to materials not available in Afghanistan. As far as we know we were successful in this, although exceptions could exist, as the lists submitted were very extensive.

b. GOA Budget

Kabul University's operating budget for the year 1354 (March 21, 1975, through March 20, 1976) totals Afs 216,296,000 (approximately US$ 3,795,000). An additional capital development budget amounts to Afs 72,844,000 (approximately US$ 1,278,000). Excluding Medical Centers and the Soviet-supported Polytechnic, the operating budget for the main campus of concern to us is Afs 100,728,415. Of this amount Afs 35,106,477 (approximately US$ 616,000) is earmarked for equipment and materials. Thus, the USAID commodity fund is seen to amount to about 19% of GOA's contribution for similar support.

Under the University administration which was in office during 1353, when a slightly smaller budget was in effect, very little of the budgeted funds for material support were actually expended. But then, USAID commodity funds also were not used, as pointed out earlier.

Most of the GOA contribution goes for locally purchased commodities, largely of an expendable nature. Items such as paper and duplicating materials are needed in great quantity because of the lack of textbooks. Some laboratory supplies and spare parts are locally available. The present KU administration is inclined toward spending all of their budgeted funds and requesting more when it runs out. The incumbent Director General of Business Affairs is U.S. educated and quite forceful. He has reinstated the "Imprest Cash" system which permits emergency expenditure of amounts up to Afs 3,000 by a Dean and up to Afs 50,000 with his authorization. This system was established with assistance from the Indiana Team, but dropped under the previous administration. Teaching materials are now flowing into Kabul University.

The evidence above would suggest that when proper machinery is set up for printing of Dari and Pashtu textbooks, mentioned elsewhere in this report, GOA will provide adequate funds to alleviate the serious textbook shortage. Their financial commitment is seen as substantial. The remaining serious problem is procurement of foreign commodities, as it will be many years before much of the technical equipment needed for University education is available in Afghanistan. Our short-term consultant in Business Affairs is addressing that problem.

6. <u>Development of Institutional Ties Between Kabul University and the University of Nebraska</u>

The development of a long term association between the two universities is not specifically a part of the project, but attempts at such are believed to materially contribute to the fulfillment of project objectives. The University of Nebraska at Omaha has a strong interest in Afghanistan which predates the project. The Center for Afghanistan Studies was established at UNO in the early 1970's, exchange of faculty and students between the KU and UNO Geography Departments has taken place for several years, and work was started earlier on an Atlas of Afghanistan.

Recent visits of Campus administrators have strengthened these ties considerably while developing new cooperative efforts and facilitating work under the project. Deans Thomas Gouttierre and John Newton carried out a contract field consultation trip for two weeks in April and May 1975 and UNO Chancellor and Mrs. Roskens were here for one week in June. This is to be followed by a one week visit to the Nebraska campuses and Washington, D.C., by President Mohibbi in August, 1975. Activities associated with these visits are:

- Meetings with Minister of Education Kayoum, First Deputy Minister Mir Siddiq, President Mohibbi and other KU administrators confirmed their sincere desire for institutional communication and cooperation between KU and UNO.

- Details of the agreement for the cooperative preparation of the <u>National Atlas of Afghanistan</u> were settled, and a formal protocol

was signed in a ceremony which received local press coverage. The Atlas will contain nearly 100 maps relating to the geography, history, and economy of Afghanistan.

- A book exchange was established between the Center for Afghanistan Studies and Kabul University. Books by Afghan scholars of interest to CAS will be donated by KU to UNO's library, and, in turn, CAS will purchase books about Afghanistan by Western authors for the KU library. CAS has invited the membership of the Afghanistan Studies Association, through the ASA newsletter, to donate additional books for this purpose. KU made formal presentations of books by Afghan scholars on two separate occasions during these visits.

- The Center for Afghanistan Studies agreed to gather reference materials in the project areas of Education, Agriculture and Engineering for donation to the KU library. This work is underway.

- The Center for Afghanistan Studies agreed to obtain recommendations from the various UNO science and mathematics departments for KU adoption of basic level U.S. textbooks in these areas. KU plans also to use these books as models in the preparation of Dari and Pashtu textbooks for students throughout the University, in order to upgrade the level of education in Science and Mathematics. If successful, this project will have a profound effect on quality of education at KU.

- Dean Newton presented lectures to the Faculty of Economics

and the Faculty of Science concerning the Course Credit System as it is applied in U.S. universities. President Mohibbi had requested this and, as mentioned earlier in this report, KU is moving toward the credit system, away from their present rigid system requiring a student who fails a course to repeat an entire year's work.

- A joint Master of Science degree program allowing Afghan staff in Education, Agriculture and Engineering to complete major course requirements at the University of Nebraska and to complete their research in Afghanistan was proposed. Work done in Afghanistan might include some course work, and would be under the supervision of project Visiting Lecturers who have returned from Nebraska and are certified by the UN Graduate Faculty. Funding would be from private sources or from the Nebraska Foundation. The proposal is now being considered on the Nebraska campuses.

- Chancellor Roskens returned to the Campus with lists of critically needed commodities in Education, Agriculture, and Engineering, for which project funds were insufficient. He is soliciting donations from the Nebraska community.

- President Mohibbi's visit to Nebraska hopefully will strengthen the association between the two Universities. It is planned to award honorary doctoral degrees to him, Ambassador Malikyar and Ambassador Eliot at UNO's summer commencement. Ambassador Eliot will present the commencement address. Plans also provide for focusing the attention of the Omaha community on Afghanistan and KU during this visit, partly in order to enhance our efforts to obtain donated commodities.

objectives and is provided as Appendix A. This document establishes end-of-project outputs, and time frames for objectives are given in the work plans of individual Nebraska Team members, included as Appendix B.

2. <u>General Features of Project</u>

The project includes a contract with the University of Nebraska at Omaha (UNO) providing for nine professors posted at Kabul University with two year duty tours, possibly extendable to three years. These professors, comprising the Nebraska Team, have been drawn from both the Omaha and Lincoln campuses of the University of Nebraska System, and were selected for specific roles in Education, Agriculture, and Engineering. Where possible, assistance in Central Administration is also provided by regular team members, and by short-term consultants from the Nebraska campuses.

Three professors arrived at post on September 16, 1974, and the remaining six arrived on February 3, 1975. Detailed information on Team personnel is provided in Appendix C.

The contract with UNO includes provision for twenty-four man-months of short-term consultative assistance, and for ten visiting lectureships. It is anticipated that a significant portion of the short-term assistance will be expended in University Planning and other Central Administration functions, where full-time consultants are not provided.

The project also provides commodity funds in the amount of

7. Nebraska University Team -- Operational Aspects

Nebraska Team members function as independent professionals, responsible for developing their own initiatives and solving their own problems within the guidelines established in their job descriptions. the project logical framework, and approved work plans. In order to assure unity of purpose and progress toward objectives, weekly team meetings are held in which problems and approaches are discussed and compared. The Chief of Party serves as a focal point for all communications with the KU President, the Foreign and Cultural Affairs Director, USAID/Afghanistan, and the campus. He does not have time to continuously monitor all aspects of the project due to his assignment as Consultant to CECSAR, and because of the requirement for supervising support personnel (local and U.S. hire) who handle several cash accounts, account for property, prepare payrolls, post time and attendance records, handle correspondence on participant and Visiting Lecturer affairs, place commodity orders, clear passports and visas with GOA, look for shipments, and the like. Our Education Curriculum Specialist serves as Assistant Chief of Party. In this capacity, he serves in the absence of the Chief of Party, and keeps abreast of most project activities.

The Nebraska University Team operates from a Central Office in the KU Administration Building and outlying offices in Education, Agriculture, Engineering and the University Research Center. The Central Office was inherited from the Indiana Team and serves as a focal point for communications, filing, and clerical and secretarial services.

The Chief of Party as well as a local-hire Administrative Assistant and two U.S.-hire (contract) secretaries are officed there. Team members are officed with counterparts in the Faculties, and one local-hire typist is available in each of the three major project areas (Education, Agriculture, and Engineering). The Team has four vehicles furnished by USAID and employs three drivers and a driver-interpreter.

The Local Cost Operations (Trust Fund) Budget, amounting to Afs 783,000 in FY 1975 and Afs 1,593,000 in FY 1976, covers salaries for local-hire personnel, office equipment and supplies, local travel, and communications. It has proved adequate, but not excessive.

We have been under pressure since the day of our arrival to take over our own support services (office, transportation, and housing). A target date for assuming housing leases was established as February 1975 by the Management Office, and was fortunately allowed to slip. When we were told verbally at the beginning of the summer of 1975 that we would be required to assume housing leases and vehicle ownership within 40-60 days, we requested a U.S.-hire administrative assistant. While this request was being considered by the Campus and the AID/W contracting office, we were told that we had until January 1976 to take over these items as well as

all house furnishings, and vehicular spare parts. We are now told that this date will be April 1, 1976, and that a U.S.-hire administrative assistant is unwarranted. We, of course, are prepared to fully justify this position if necessary.

8. Kabul Seismological Center

In October 1974, the Dean of the Faculty of Engineering requested Nebraska Team assistance with the Kabul Seismological Center. This Center is attached to the Faculty, and includes an excellent seismograph station on nearby Kargha Mountain which is a part of the U.S. Geological Survey worldwide network.

The former Director and Assistant Director of the Center had departed from the Faculty, and many of its functions were not being carried out. Information on ground disturbances was still being transmitted regularly to the U.S. for use in the worldwide network, but local data analysis was no longer possible with the personnel available. This caused the Faculty some embarrassment, and there was a growing concern that the Center would become known as a strictly foreign operation.

It turned out that the USGS, in addition to sharing KU's desire for local use of data, was interested in upgrading the station on Kargha Mountain, with several significant improvements, including more reliable equipment and digitized rather than photographic data records. Arrangements were made for a December 1974 visit by two USGS representatives, and this resulted in recommendations for reorganizing the Center,

a proposal for upgrading the station, and temporary USGS financial support for the present operation. Arrangements were made also for a USGS consultant to train the local staff, and this was accomplished in June 1975.

A Faculty of Engineering Committee on Seismology was formed in December 1974, and its activities have included arranging for permanent staffing of the Center, preparing a proposal to the GOA for involving the Center in a program of long term UNESCO support, negotiation of the USGS proposal for improvement of the station, and overall supervision of the improved operation. Also, the committee recommended, and the University approved budgeting for a permanent staff for the Center. The organization had never been formalized, and all staff were previously on loan from various departments of the Faculty of Engineering.

USGS's upgrading proposal, which includes U.S. training of local staff, has been submitted to the GOA through KU and we are waiting for their response.

The Nebraska Team's present involvement in the Seismological Center includes administering an annual USGS budget of $2000 for support of the Center, participation on the Seismology Committee, and coordination with USGS on the proposal and related matters.

9. Appendices, as follows:

APPENDIX A. Logical Framework -- Project 306-11-660-121

APPENDIX B. Individual Work Plans -- Nebraska Team

APPENDIX C. Summary of Nebraska Team Personnel

APPENDIX A

Logical Framework -- Project 306-11-660-121

LOGICAL FRAMEWORK

Title of Project: Higher Education -- Kabul University 306-11-660-121.

Obligation Span From FY 1973 to FY 1976
Expenditure Span From FY 1974 to FY 1978

September 15, 1974

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal:	Measures of Goal Achievement:		
Make Afghan higher education relevant to manpower needs of social and economic development by 1977.	1. Achievement of Fourth 5-year Plan objectives in higher education.	1. Fifth 5-year Plan analysis of Fourth 5-year Plan performance.	1. GOA commitment to KU development as one principle university for meeting national development needs.
	2. Restructured KU matriculation policies to reflect national 1977 requirements for developmental manpower: Colleges — 4th Plan — % Total Agriculture — 1120 — 15.6 Letters — 980 — 13.6 Education — 880 — 12.2 Science — 880 — 12.2 Medical — 731 — 10.2 Polytechnics — 683 — 9.5 Law — 595 — 8.3 Engineering — 455 — 6.3 Economics — 400 — 5.6 Theology — 320 — 4.4 Pharmacology — 150 — 2.1 Total — 7194 — 100	2. KU records.	2. GOA responsiveness/flexibility to meet changing developmental requirements. 3. No strikes or other student unrest during life of project. 4. Adequate GOA budgetary provisions for higher education subsector. 5. GOA maintains national manpower priorities for rural development through 1977. 6. GOA personnel policies facilitate mobilization of best appropriate educated people toward rural development objectives.
	3. High utilization of graduates, particularly in development-impact fields.	3. Manpower utilization studies on placement of graduates.	
	4. Published KU development plan.	4. Observation.	
	5. New curricula at critical Faculties of Agriculture, Engineering, Education.	5. Programs in agricultural mechanics, food processing, power engineering, engineering mgmt, vocational teacher training, etc.	
	6. Improved competence in applied research.	6. Research capability in livestock, electric power, teacher training, etc.	
	7. Useful University Research Center (URC),	7. Linkages with GOA, private sector.	
	8. Management of university system.	8. Cost/benefit: faculty-student, library-student, cost-student ratios.	
Project Purpose:	End of project status.	1/	
1. Introduce five new curricula.	1. Curricula in power engineering, agricultural mechanics, food processing, vocational teacher training, engineering management.	1. KU catalogue. Project Staff analysis of course of study, instructional programs.	1. Donor, GOA research priorities continue. Projects in livestock, power, secondary education continue.
2. Establish competence in applied research	2. KU Research Center (URC) competence: a. Manned by trained director, 8-man staff. b. Budget adequate to support Center overhead and 160 grants: at least Afs 100,000, US$ 4000 per year. c. Capability in purchasing, budgetting. d. Capability to identify projects, initiate good applied research, establish relevancy to rural development. e. Increased GOA reliance on academic research.	2. Project Staff analysis. a. Count. Qualifications. b. Project Staff observation. KU budget. c. Project Staff Observation. d. Published research reports. e. GOA contracts, jobs with KU.	2. URC, MAI, Faculty of Agriculture collaboration. 3. URC, MAI, Faculty of Engineering collaboration with CECSAR. 4. URC, Ministry of Education, Department of Education collaboration.
a. Animal production. Stock improvement, fattening finishing. Packing plant operation and marketing.	a. University Farm manned by full time director and 2-man staff, supported by adequate budget provisions. Research findings applicable to public/private sectors.	a. Staff qualifications, comparison of budgets, published research reports.	5. GOA maintains URC mandate to undertake governmental and private sector research.

1/ Project Staff: KU, USAID, contractor (University Nebraska).

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
b. Electric power industry (consulting projects of ABM and Ministry of Mines and Industry).	b. CECSAR fully-staffed and budgeted to support 15 grants from private/public sectors, capable of applied engineering research. Research findings applicable to public/private sectors.	b. Staff qualifications, comparison of budgets, published research reports.	6. KU receives adequate management training grants.
c. Secondary teacher training at KU Department of Education.	c. Improved teaching methods and curriculum. Strengthened integration of content and professional education courses.	c. Project Staff analysis. ~~See 2 above.~~	7. MOE support for KU Planning Committee established January 1973.
3. Remove constraints to linkages between URC and public/private sectors.	3. a. Periodic meetings between URC and ministries, between URC and private sector. b. Increasing number of URC research jobs of increasing value with GOA, with private sector. c. New contracts: number and relevance.	3. URC records.	8. KU administration requests assistance of U.S. contractor with KU Development Plan.
4. Institutionalize administrative organization and support of Faculties of Agriculture, Engineering, Education.	4. 3 faculties better executing development-related functions.	4. Staff participation in budget preparation. Budget items justified, related to needs. Maintenance and use of comprehensive student records. Documentation, reports. Improved management techniques. Trained staff.	
5. Prepare long-range KU development plan.	5. Published KU Development Plan.	5. Printed Plan.	
6. Upgrade staff of Faculties of Agriculture, Engineering, and Education.	6. No. staff holding degrees by 1977 (PH.D. / M.A.); Total staff level by 1977 Fac Agriculture: 18 / 23; 62 Fac Engineer: 10 / 3..; 50 KU Dept Educ: 10 / 44; 90 Mgmt/Support: 3 / 8; 43	6. KU records.	
Outputs:	**Magnitude of Outputs:**		
1. New curricula.	1. Five: Agricultural mechanics, food processing, power engineering, engineering management, vocational teacher training.	1. KU catalogue. KU, USAID records. Contractor reports. On-site inspections.	1. Consistency of MOE policy re placement of returned univeristy participants in accordance with development priorities.
2. Expanded organization and capability of applied research.	2. New research projects in, at least, livestock, electric power, teacher training.	2. Contractor reports. KU, USAID records. On-site inspection.	2. KU pay scales, benefits, incentives are adequate to attract qualified staff, e.g., returned participants, lecturers.
3. Returned participants placed in positions at least equivalent in responsibility to those held upon departure for training.	3. 43 in Faculties of Agriculture, Engineering and Education, and KU administration.	3. Training Office records. KU records.	3. AID/W, U.S. universities, U.S. Immigration Service deny participant/lecturer extensions disruptive of scheduled trainee utilization.
4. Returned visiting lecturers placed in positions at least equivalent in responsibility to those held upon departure for training.	4. 15 in Faculties of Agriculture, Engineering and Education.	4. KU records.	4. KU draws upon planning expertise of U.S contractor.
5. Efficiently-managed Faculties of Agriculture, Engineering, Education.	5. Well-organized and -administered Faculties of Agriculture, Engineering, Education.	5. Contractor reports. On-site inspections. Project staff evaluation.	5. GOA does not reorganize KU in manner disruptive of current agreement before 1977.
6. Productive URC serving GOA, private sector research requirements.	6. 1977 increase in collaboration, research jobs, contracts, etc., over 1974 level.	6. Contractor reports. Project staff evaluation.	
7. Collection, analysis of KU planning data. Recommendations for its use in long range KU Development Plan.	7. Written reports of short-term professors.	7. Copies of reports.	
8. Trained Faculties of Agriculture, Engineering, Education.	8. New degree holders 1975 77: (PH.D. / M.A.) Faculty Agriculture: 11 / 3 Faculty Engineering: 7 / 10 Dept Education: 7 / 8 Management/Support: 3 / 5 Total: [illegible] / 26	8. KU records.	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Inputs:	Implementation Target:		
U.S. AID Inputs	$3,084,000.	USAID records.	
Contract with University of Nebraska.	Three-year contract $1,830,000.	USAID, contractor, KU records.	
1. University administration and faculty technical assistance in education, engineering management, agricultural/civil engineering, electrical engineering, animal science and agriculture research methodology, plant science conservation, teacher education curriculum, vocational teacher training. Twelve-month estimates: Total $ 617,000 Nine advisors $ 472,000 Consultants 50,000 Local U.S. secretaries 10,000 Visiting Afghan lectureships 50,000 Home office overhead 35,000	1. MM per year FY 74-75 total $1,200,000 — 144 9 professors 108 2 local US secretaries 24 S-T consultants 12 FY 76 total $540,000 — 114 9 professors 78 2 local US secretaries 24 S-T consultants 12		
2. Visiting Afghan lecturers to U.S.	2. Ten (5 in FY 73, 5 in FY 76) $100,000.	Training Office, contractor, KU records.	
Contract advisory services.	Fourteen MM (Dr. Miller) $57,000 FY 73-74.	USAID records.	
Visiting Afghan lecturers to U.S. -- direct.	Six (2 in FY 73, 4 in FY 74) $42,000.	Training Office records.	
Masters and Doctorate training abroad for junior faculty of Agriculture, Engineering, and Education according to Training and Staff Development Plans.	43 new participants training for 110 man-years. $1,023,000 1973-76. New starts / No. / MM / Country / Cost FY 73 / 21 / 252 / U.S. / $ 175,000 FY 74 / 20 / 240 / U.S. / 208,000 / 2 / 24 / Iran / 8,000 Extensions FY 74 / 15 / 164 / U.S., Pak / 129,000 FY 75 / 31 / 366 / U.S., Iran / 282,000 FY 76 / 23 / 276 / U.S. / 221,000	Training Office, contractor, KU records.	
Provision of textbooks, library support, teaching materials, spare parts for U.S. equipped laboratories.	$120,000 (FY 73 $65,000, FY 75 $55,000).	USAID, KU records.	
Invitational travel.	$12,000.	Training Office, KU records.	
Trust Funds for U.S. contractor support			
Housing, furnishings, maintenance, utilities, etc.	$127,000 (FY 75 $53,000, FY 76 $74,000).	USAID, contractor records.	
Peace Corps Input			
Advisors in Faculty of Engineering.	Four advisors.	Peace Corps, KU records.	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
GOA Inputs			
Counterparts (university administrators, teaching staff, etc.) to U.S. professors.	Two or three counterparts for each of nine advisors.	Observation. Contractor, KU records.	
Candidates for overseas training.	43 candidates.	Training Office records.	
Candidates for visiting lecturer programs.	Fifteen candidates.	Training Office records.	
Maintaining participants' and lecturers' positions until return.	58 positions.	KU records. Observation of returned participants' and lecturers' placement.	
Training of technicians to maintain project equipment.	Faculties of Agriculture, Engineering, and Education training programs in upkeep of US-procured equipment and supplies.	Observation. Faculties' periodic surveys of utilization and repair of US-procured equipment and supplies.	
Office space for U.S. professors and counterparts.	Nine offices, each shared by U.S. advisor and counterpart(s).	KU records. Observation.	
Basic equipment and supplies for U.S. professors and counterparts.	Reference books, laboratory equipment, paper, duplicating equipment.	KU, contractor records.	
Administrative support for U.S. professors and their project activities.	Shared clerical support, e.g., typists.	Interview contractor. Observation.	
Essential commodities for Faculties of Agriculture, Engineering, and Education and for University management support.	Foreign currency allocation of $120,000.	KU records.	
FRG Input			
Advisors to Faculty of Science and Letters (Education Department).		German Embassy, KU records.	

$120,000, forty-three USAID participantships, and an additional five visiting lectureships, all under direct funding arrangements but administered by the Nebraska Team.

3. Progress and Development at Kabul University

a. University Administration

In the early months of the Nebraska Team Contract the situation at Kabul University was less than ideal, as indicated below.

The Rector, although very friendly to us, seemed indecisive and had surrounded himself with inexperienced and unpopular Deans and other administrators. Although several of the Deans appeared dedicated and energetic, they were able to obtain cooperation from only a handful of faculty members, so that little progress was in evidence. The situation in the Faculties was compounded by a lack of support from the Central Administration. Either by design or by simple inability to perform, no material support was being provided. The faculties frequently petitioned the Nebraska Team for basic necessities such as paper and duplicating materials.

Commodity funds which had been made available to Kabul University in early 1973, shortly after the initial project agreement was executed, had not been expended. The original ProAg required KU to purchase their own commodities, and they were totally unable to perform, even after the funds were cut from $165,000 to $120,000 (before our arrival) because of U.S. funding deadlines.

The then Rector made it clear to us that he did not wish assistance in any of the functions of the Central Administration,

APPENDIX B

Individual Work Plans -- Nebraska Team

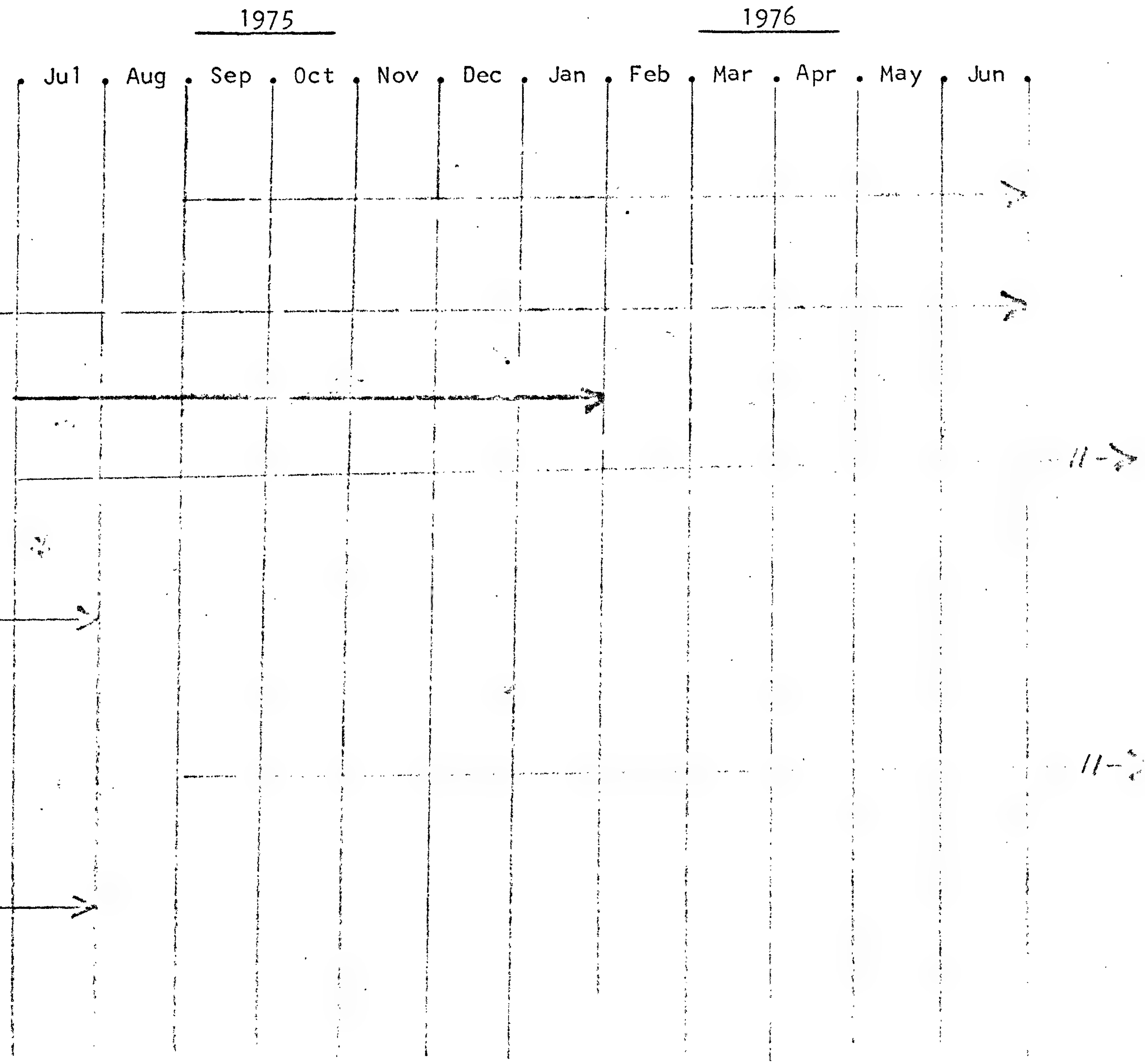
INDIVIDUAL WORK PLAN -- DR. G. R. BOARDMAN

Educational Research Consultant
URC and Department of Professional Education)
Nebraska University Team

WORK AREA: The incumbent will assist the Director of the University Research Center and the Director of Education and other University officials in the development of an emphasis on research, and the development of research activity within the various faculties. Assistance will also be provided in the area of University planning with special attention to a program of institutional research. Particular attention is to be given to research in effective programs of teacher education and in assisting the Director of the University Research Center in the development of a more effective and higher quality research program in the missions of the Research Center.

Code: Items 1-24 relate to research function, 25 to 30 to Education and 31 to 36 to University planning.

	1975								1976			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Develop a task analysis and management plan for the coordination of those activities currently underway in the URC.	——>											
2. Develop a flow chart of the activities of the URC in accordance with the missions of URC.	———	———	——>									
3. Develop a formalized training program for research competencies for the staff of URC.	———	———	———	——>								



4. Assist in the development of a centralized research information service function for URC.

5. Help establish a linkage between URC and the Afghan Studies Center - Omaha.

6. Help establish a linkage between URC and the ministries.

7. Assist URC in obtaining outside funding for problem-oriented research

8. Assist in the identification of appropriate materials, books and journals in order to develop a research reference center at URC.

9. Assist in the development of a formalized communication procedure between URC and its constituents.

10. Assist in identifying the appropriate equipment and office supplies to make the URC a functional center.

	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
11. Provide assistance to applicants for grants from URC in the design and analysis of their research projects.												
12. Promote the establishment of an Association for Research in Afghanistan through URC. There would be an annual conference or symposium on research in Afghanistan, rewards and certificates for outstanding research and a formal publication.												
13. Assist in the development of a formalized plan for the coordination of research conducted in Afghanistan by foreign researchers.												
14. Facilitate the development of a formalized procedure for the dissemination and implementation of the results of research conducted in Afghanistan.												
15. Promote research which is inter-disciplinary in nature and involves getting the university professor out into the field.												

	1975						1976						
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
16. Assist in the development of an organization plan for the infrastructure of URC.	——	——	——>										
17. Promote and conduct staff development seminars in research sponsored through URC.	----	----	----	----	----	----	----	----	----	----	----	----	// -->
18. Promote relationships of URC in being responsive to the needs of education, agriculture, and engineering through the Nebraska representatives working in these areas.	----	----	----	----	----	----	----	----	----	----	----	----	// -->
19. Promote the coordination of URC with other organizations interested in promoting and fostering research in Afghanistan (e.g. T.C.C.U., ASIA Foundation, UNESCO, AID, etc.)	----	----	----	----	----	----	----	----	----	----	----	----	// -->
20. Assist in the development of an allocation system for the distribution of research monies.	----	--->											
21. Assist in the development of a URC research abstract report.	----	----	--->										

22. Assist in the facilitation of releasing URC monies from the Ministry of Finance.

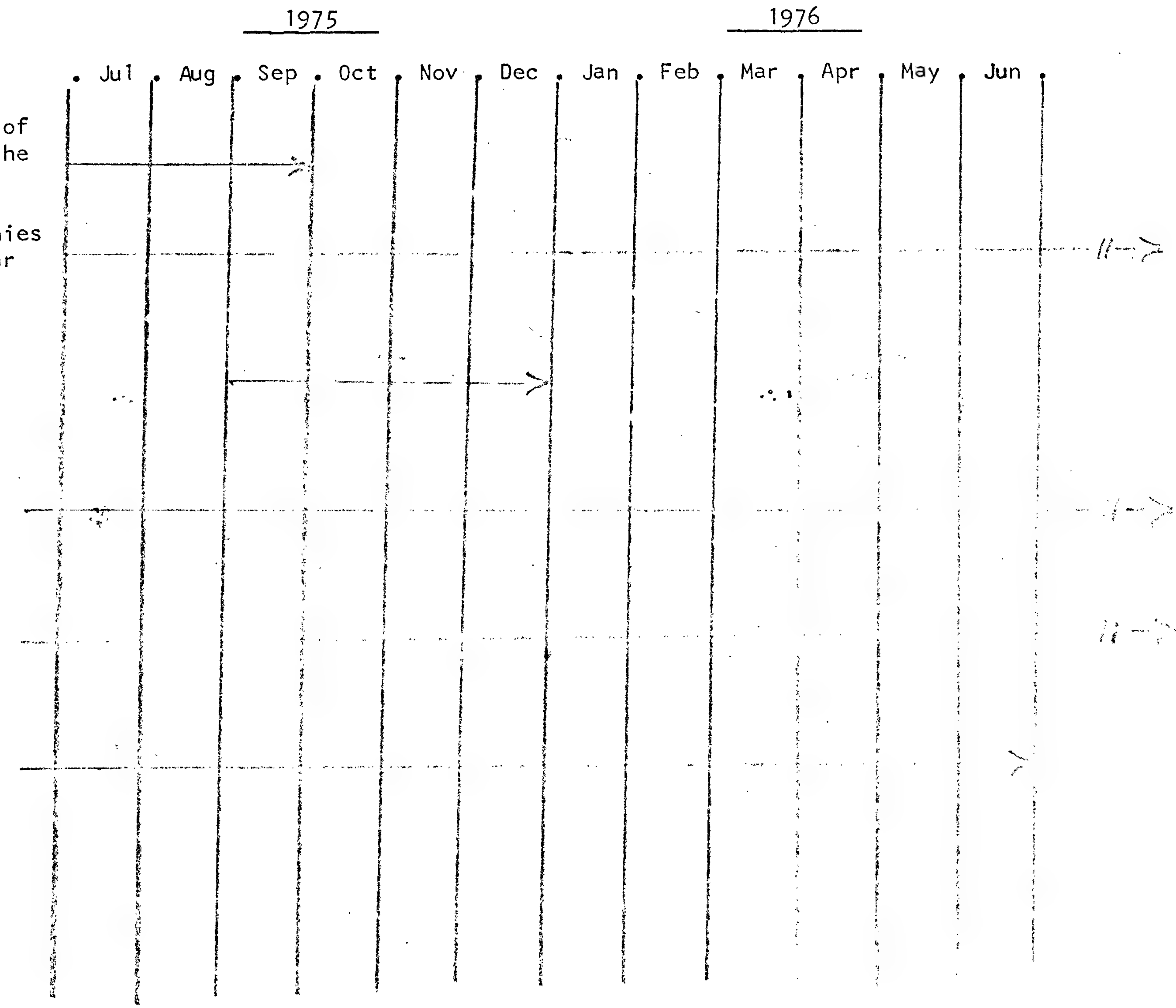
23. Strive to quadruple URC monies from the current $5,000/year to $20,000/year.

24. Develop a plan for a more effective research grant system for individual faculty member.

25. Assist in the updating and revision of the research curricula of the secondary teacher training program.

26. Facilitate development of research competencies of staff in secondary teacher education.

27. Assist in the planning and conducting of a follow-up study of the Teacher Education graduates.



1975 1976

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun

28. Assist the staff of the secondary teacher training program in the identification of appropriate research reference books and research reference journals.

29. Provide advisory assistance to staff of the secondary teacher training program in conducting research.

30. Assist in planning of overall secondary teacher training program.

31. Assist in the coordination of a Kabul University Statistics report.

32. Initiate a faculty teaching load study.

33. Initiate a course offerings duplication study.

34. Assist as needed in enrollment projection and costs estimate studies.

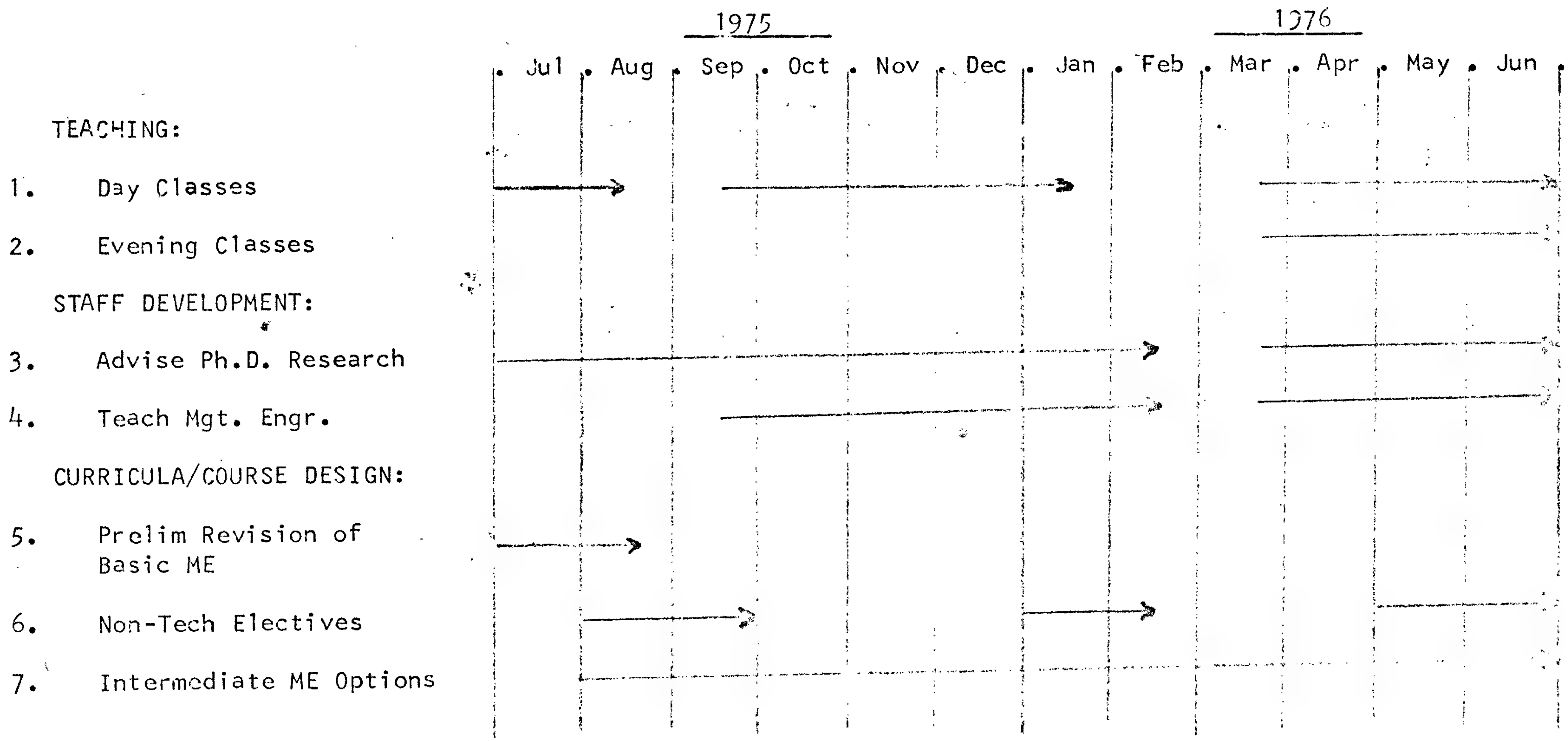
	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
35. Assist in the development of a plan for an effective program at institutional research.				———	———	———	———	———	———	———	———	——→
36. Review University level 7-year plans.	———	——→										

INDIVIDUAL WORK PLAN -- M. M. JOHNSON

Mechanical Engineering Advisor

Nebraska University Team

WORK AREA: The Advisor will establish (or revise, as applicable) the foundations for viable curricula in Mechanical Engineering, including options in Heat and Power, Machine/Tool design, Process Engineering (including Food, Materials and Chemicals) and in Management Engineering. This encompasses devising curricula, course design, in-service programs developing Afghan teaching staff, and teaching special classes in Management Engineering.



8. Split Design/Production Options

9. Management Engineering

SEVEN YEAR PLANS:

10. Mechanical Engineering

11. Business & Public Adm.

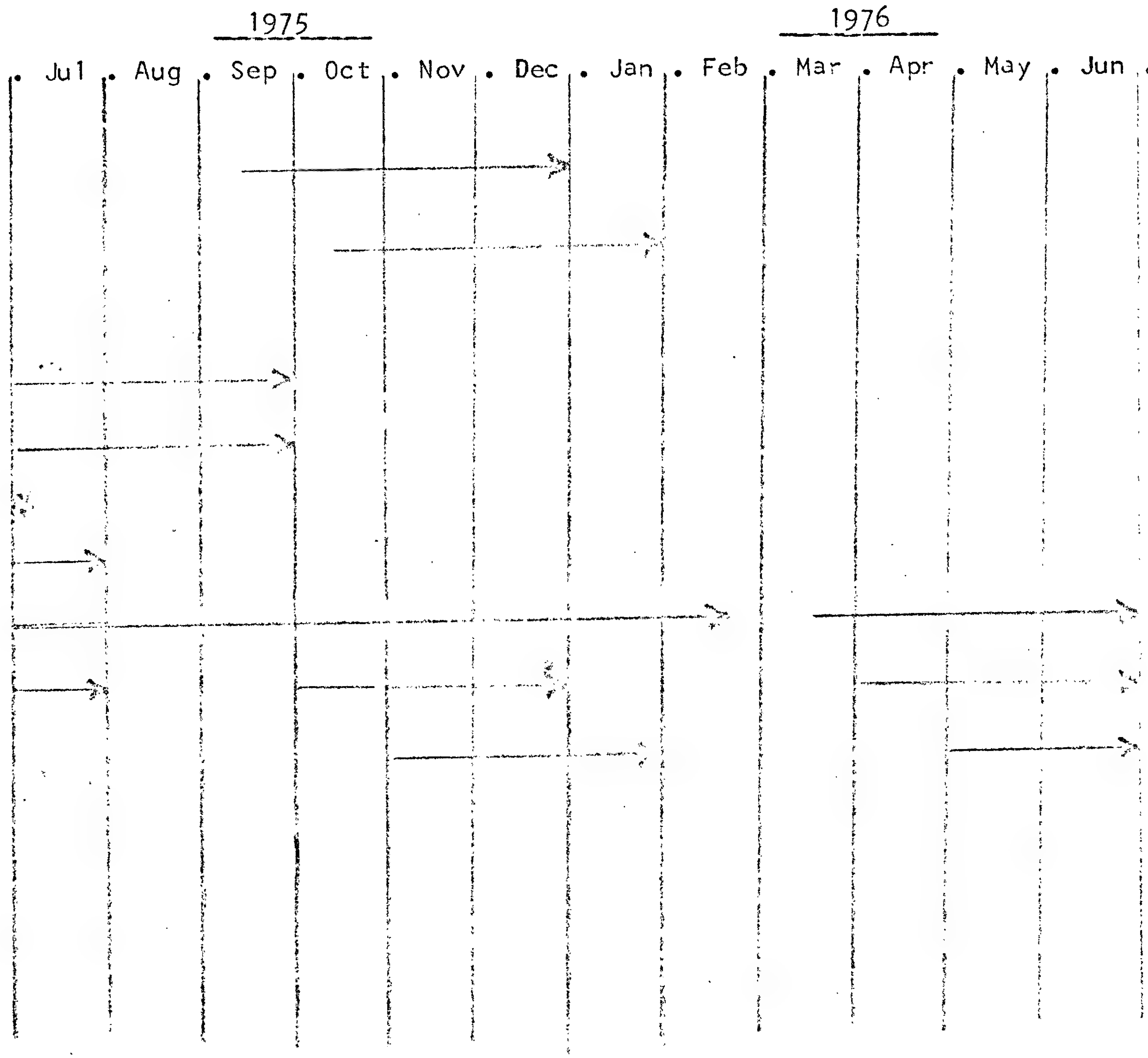
SERVICE ACTIVITIES

12. JESSYN Exhibits

13. Assist Staff Consulting

14. Assist Staff Design

15. Establish In-Service Mgt. Engr. Training



including Planning and Business Affairs. He mentioned the possibility of moving our central team office from the administration building. It appeared that he was concerned about the image created by having a U.S. team operating from his administration building.

All of the USAID participantships provided by the project had been assigned to individuals by the Faculties, but the staff, and even the Deans, were unable to accept the fact that further scholarships were not available. The Nebraska Team was somehow expected to provide additional scholarships and we were constantly on the defensive for weeks after our arrival.

The Faculty of Education had been recently abolished and its personnel assigned to the Faculty of Letters and Humanities and the Faculty of Science. For a period of several months many curricular and organizational questions regarding this move were left unanswered. Faculty morale could not have been lower.

The departure of the previous USAID Teams had occurred, unfortunately, almost concurrently with the arrival of new University administrators. Changes in KU administration resulted in abandonment of several important systems, and key University organizations had failed. The "Imprest Fund" allowing the Deans to make emergency purchases of operational necessities was dropped. The University Research Center, the Faculty of Agriculture Research Farm, the Faculty of Engineering consulting organization (CECSAR), the University Printing Center, and the Central Warehouse had ceased to function for all

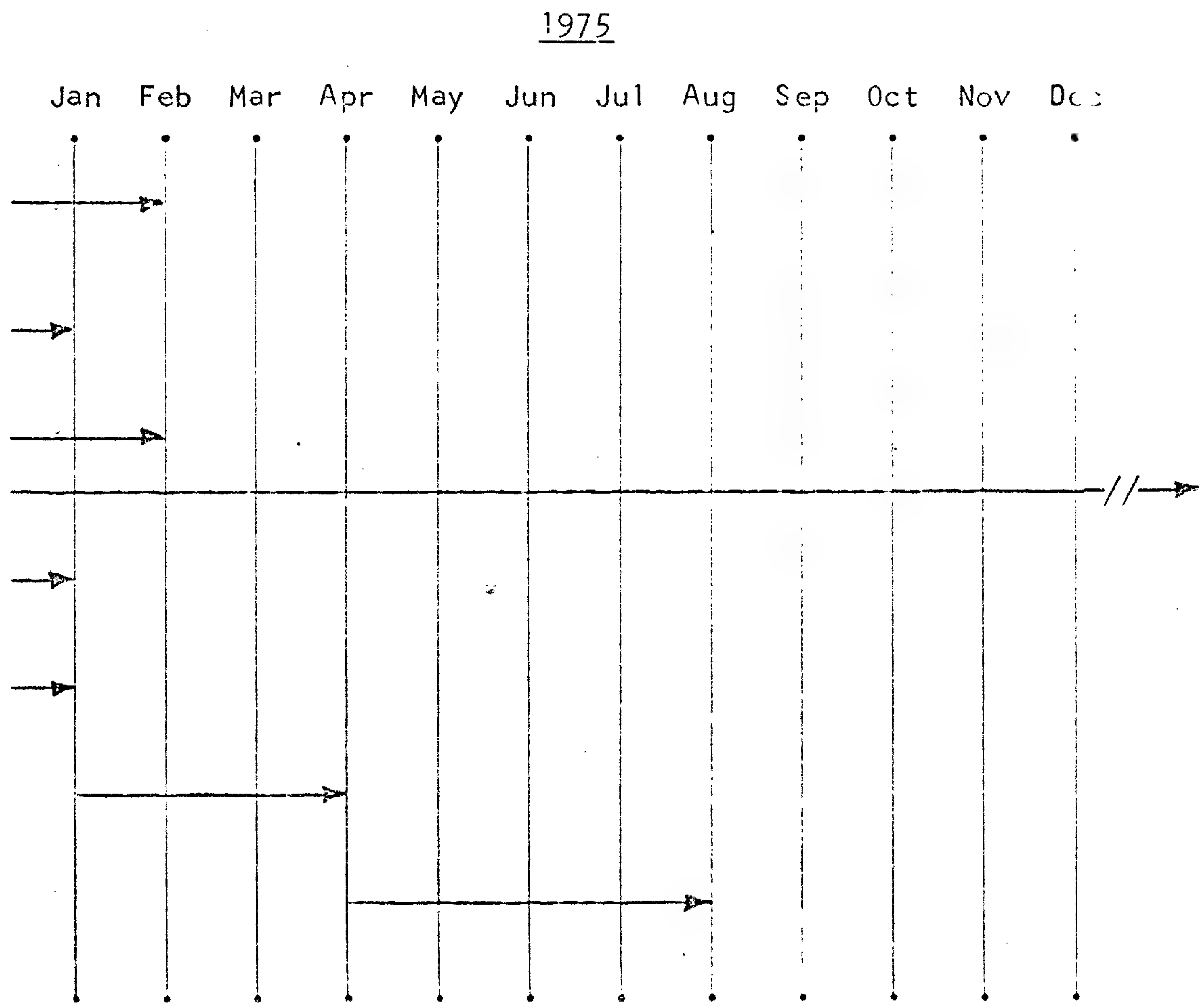
	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
COMMITTEE ACTIVITIES:												
16. Credit System	■											
17. Nebraska Team Meetings	■	■	■	■	■	■	■	■	■	■	■	■
18. Calendar/Scheduling		■	■				■	■	■	■		
19. Practical Training		■	■	■	■	■	■					
20. Shop Operations			■	■	■	■	■			■	■	■
ADMINISTRATIVE:												
21. ME Dept. Staffing	■	■	■	■	■	■	■	■	■	■	■	■
22. Assist Commodity Ordering	■											
23. Computer Study, etc.				■	■	■	■			■	■	■
24. Systems Revisions					■	■	■			■	■	■
25. ANNUAL LEAVE:								■	■			

INDIVIDUAL WORK PLAN -- DR. R. E. GIBSON

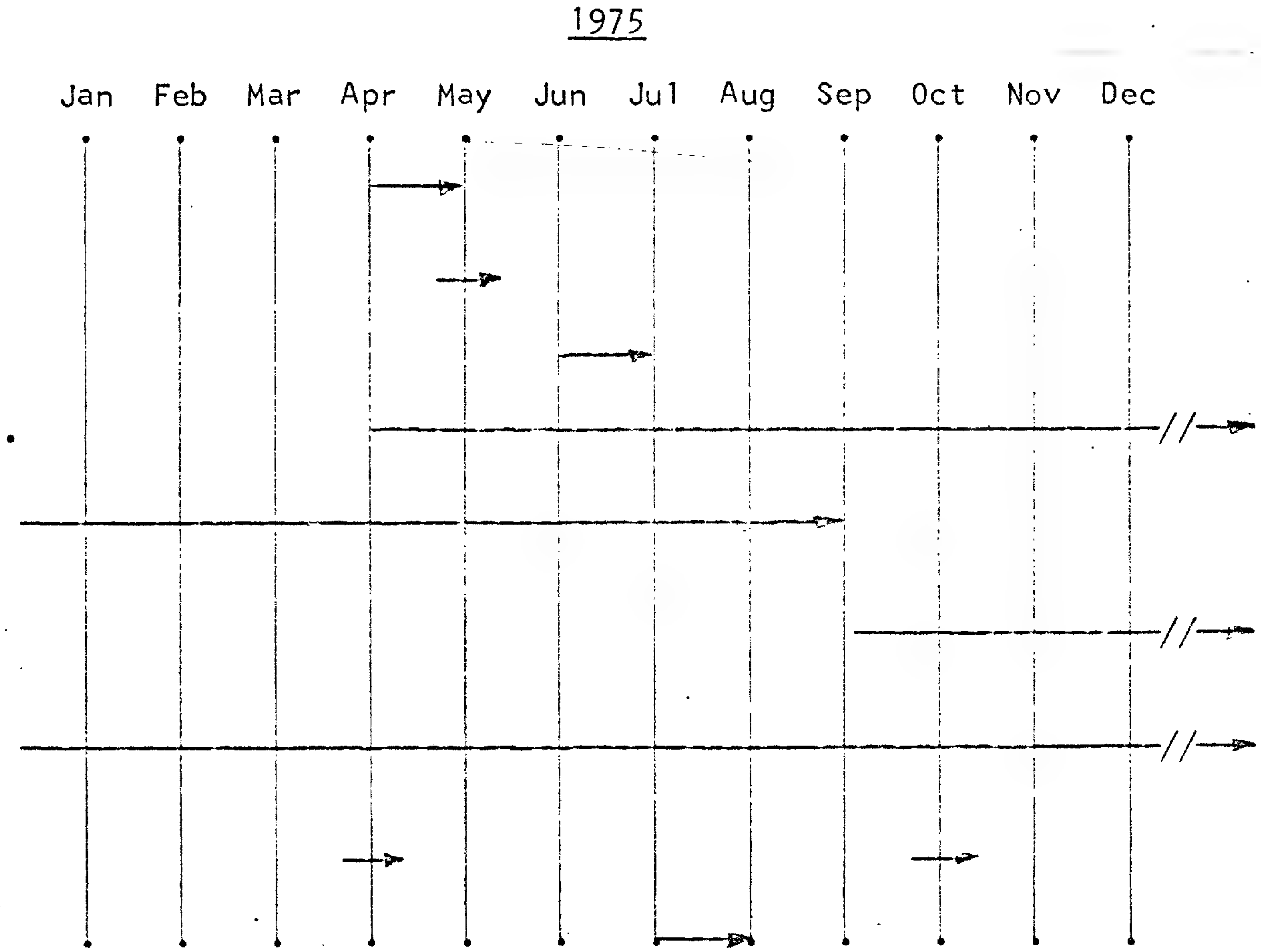
CECSAR and Faculty of Engineering, Chief of Party
Nebraska University Team

WORK AREA: Chief of Party (Field Representative). As the incumbent in this position, Dr. Gibson is required to coordinate the work of nine Professors spread through the areas of Education, Agriculture, and Engineering at Kabul University. He is responsible for the delivery of high caliber services, and serves as the principal contact with the Nebraska Campus and USAID/A. In addition to correspondence and other routine tasks entailed in such an assignment, several major work items have been identified, and are scheduled below.

1. Complete organizational and physical arrangements for arrival of remaining six team members.
2. Obtain country clearances for new team members.
3. Conduct orientation for new team members.
4. Conduct bi-weekly team meetings.
5. Obtain approval of FY 75 Project 121 Pro/Ag.
6. Obtain approval of new arrangements for commodity purchasing.
7. Place orders for FY 74 commodities-- $65,000.
8. Place orders for FY 75 commodities-- $55,000.



Work Area: Chief of Party, continued



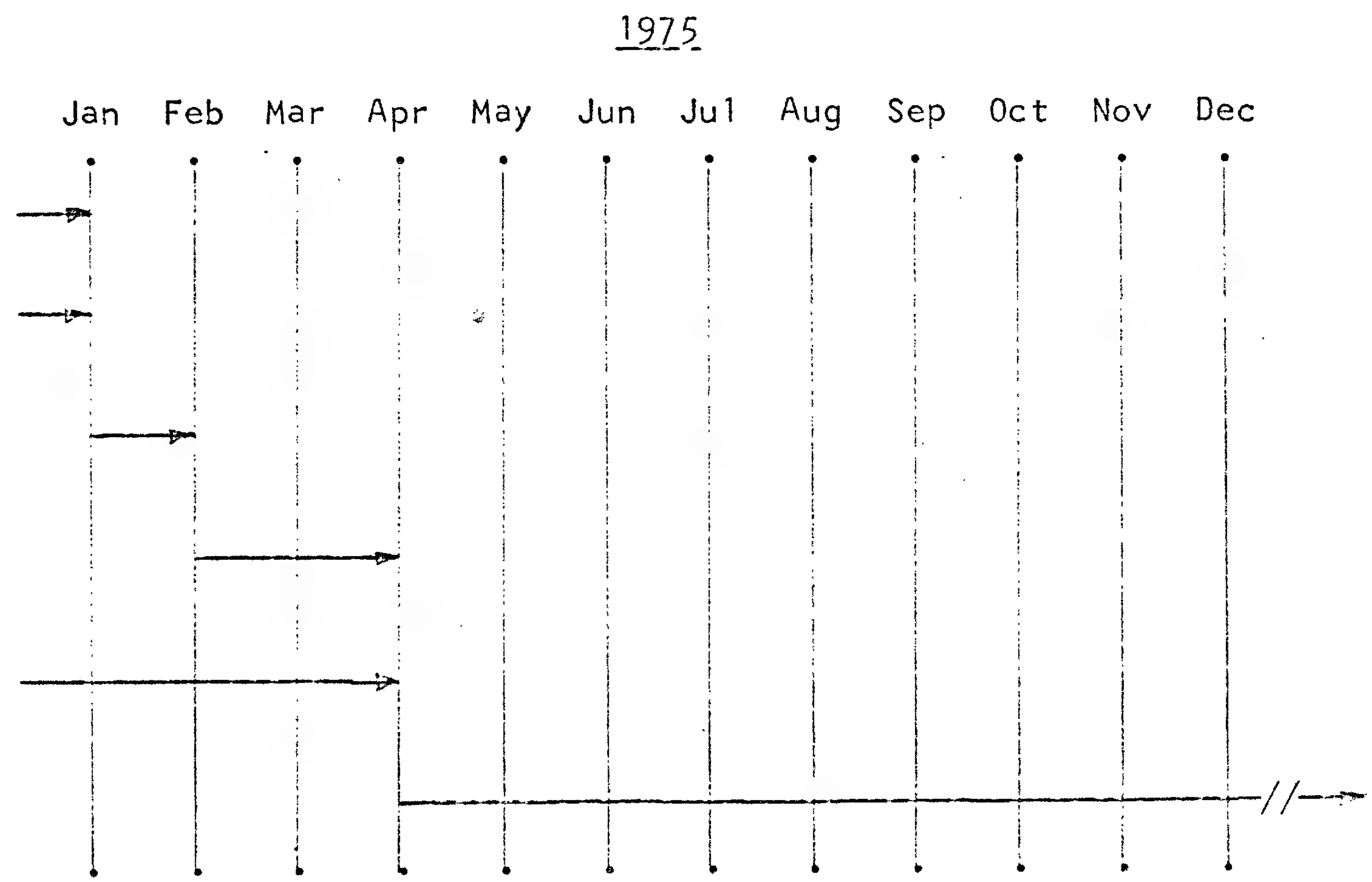
9. Obtain approval of FY 76 Local Cost Operations budget.
10. Return to Nebraska Campus for consultation.
11. Arrange for visit of Campus Administrators.
12. Arrange for visits of short-term professors.
13. Receive nominations and assist in placement of seven Visiting Lecturers.
14. Receive nominations and assist in placement of five additional Visiting Lecturers.
15. Assist in administration of Participant program.
16. Review Logframe with team members and counterparts.
17. Annual leave.

INDIVIDUAL WORK PLAN -- DR. R. E. GIBSON

CECSAR and Faculty of Engineering, Chief of Party
Nebraska University Team

WORK AREA: CECSAR, Center for Engineering Consulting Services and Applied Research. This organization was in existence but inactive upon Dr. Gibson's arrival in September 1974. The previous leadership of the Center had been erratic, and problems had arisen in financial accounting and in inequitable distribution of consulting assignments among the faculty. The organization was never approved by the Government, causing uncertainty as to its legality. It is presently operating on an interim basis under the guidance of a newly appointed committee, which includes Gibson as a member. Several small consultation projects are under way. A new constitution is being prepared, and it will provide machinery for engineering and architectural consulting. Engineering research will be handled through the University Research Center in accordance with the express wishes of the University Administration. It seems prudent to defer active promotion of large consultation projects until approval of the constitution. The new Director of CECSAR, Dr. Bashir Sayar was appointed in September 1974, but will leave for overseas employment with the United Nations in January 1975.

1. Ensure appointment of new Director.
2. Complete draft of new constitution and obtain committee approval.
3. Obtain Faculty of Engineering approval of new constitution.
4. Obtain University and Government approval of new constitution.
5. Meet weekly with committee conducting business under interim procedures.
6. Meet weekly with new committee conducting business under new constitution.



Dr. R. E. Gibson

Work Area: CECSAR, continued

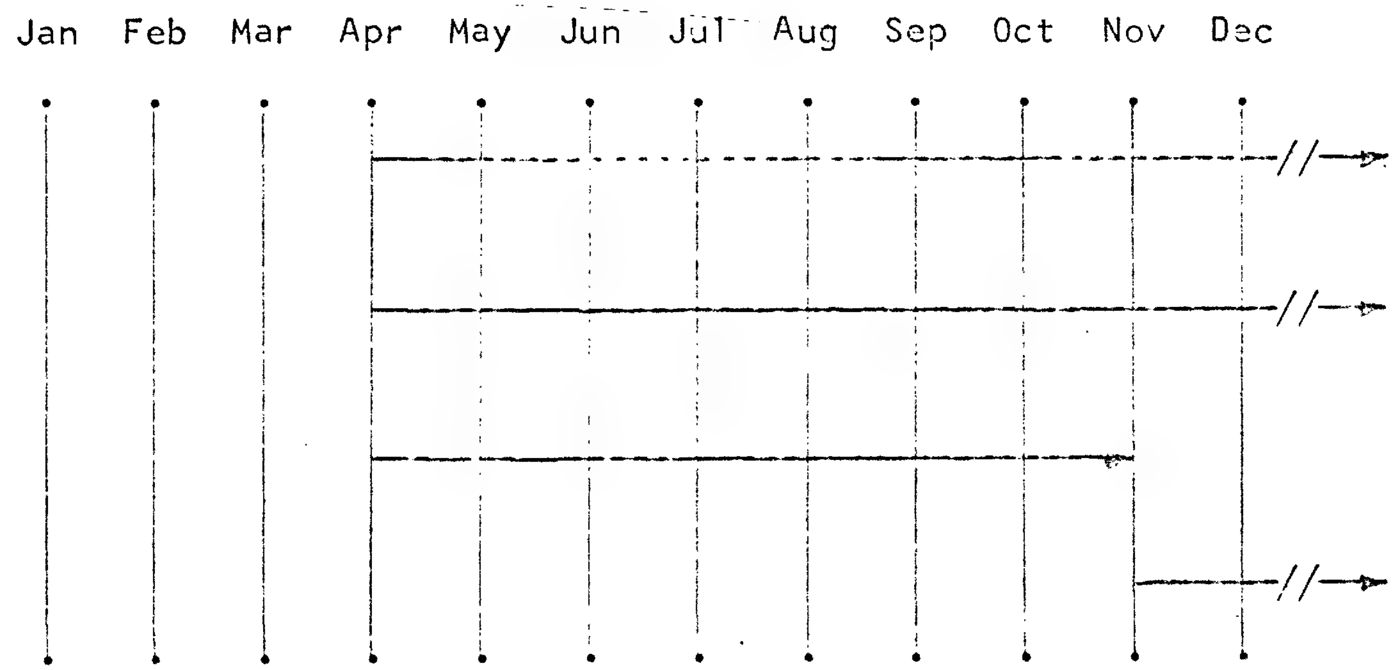
1975

7. Promote new major consultation projects for Center--from Government and private agencies.

8. Provide technical assistance in preparation of proposals and production of consultation work.

9. Build volume of fees collected for consulting work to Afs. 120,000 per month.

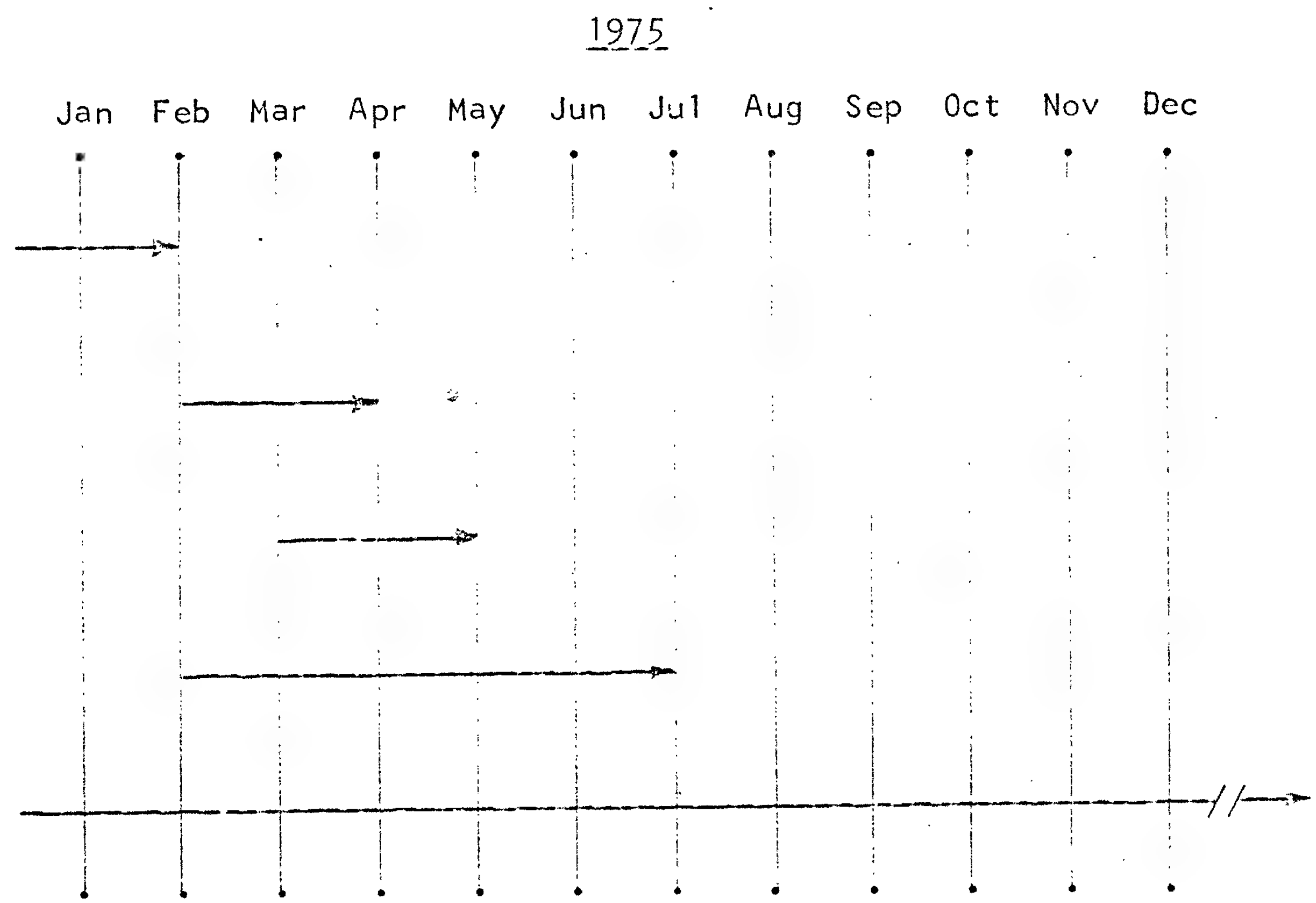
10. Arrange office space and administrative staff for Center.



INDIVIDUAL WORK PLAN -- DR. R. E. GIBSON

CECSAR and Faculty of Engineering, Chief of Party
Nebraska University Team

WORK AREA: Kabul Seismological Observatory. This Observatory, located 10 miles west of Kabul, is operated by the Faculty of Engineering under the terms of a 1966 agreement with USAID. It represents a substantial investment of U.S. funds, and when functioning properly, provides valuable data to the World-Wide Standard Seismic System operated by the U.S. Geological Survey. The Observatory presently has a staff of three technicians, but is without leadership. It is able to perform only a part of the functions for which it was intended, and there is virtually no use being made of the Observatory in teaching or research. Dr. Gibson is a member of the recently formed Faculty of Engineering Committee on Seismology, and this committee has met twice with representatives of the U.S.G.S. Tentative plans have been laid for reorganizing the Observatory and extending its activities. The U.S.G.S. would like also to upgrade the instrumentation of the "Advanced System" portion of the Observatory.



1. Assist in selection and assignment of personnel in accordance with staffing plan adopted by committee.

2. Help arrange for on-site training of two full-time Afghan electronics technicians by U.S.G.S.

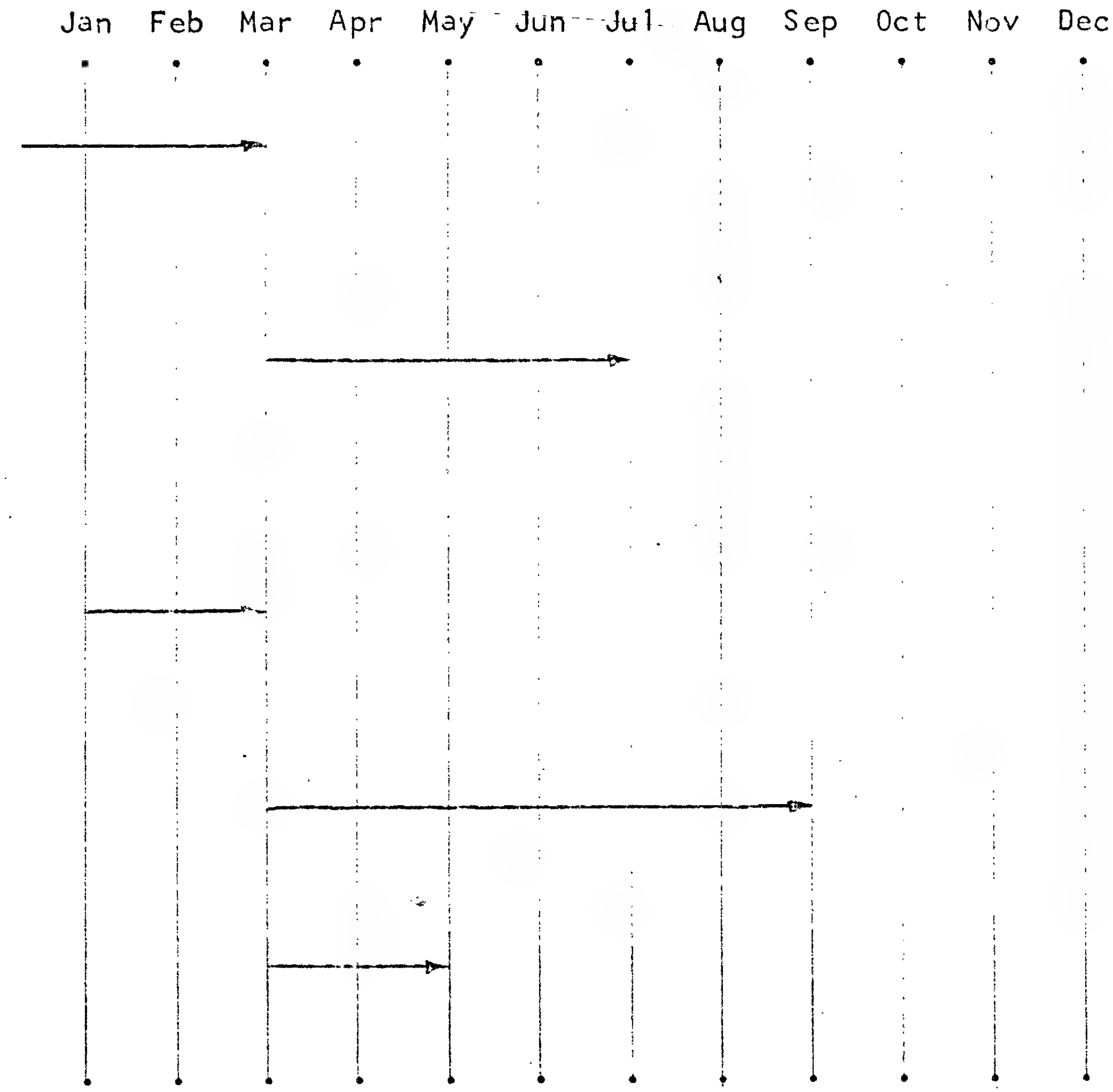
3. Help arrange for visit by U.S.G.S. Seismologist to reorganize Observatory.

4. Arrange and administer $1000 budget supplement--U.S.G.S. funds handled through University of Nebraska at Omaha.

5. Meet regularly with Faculty of Engineering Committee on Seismology.

Work Area: Kabul Seismological Observatory, continued

1975



6. Assist committee in planning of courses to incorporate Seismology and Earthquake Engineering in curriculum.

7. Assist in presentation of new elective course in Earthquake Engineering (from personal notes of similar course presented at University of Nebraska). Propose to open course to personnel from Ministry of Mines and Ministry of Public Works.

8. Assist in obtaining University and Government approval of U.S.G.S. offer to upgrade "Advanced System," including new building, instrumentation, and back-up power supply.

9. Assist in arranging for U.S. training of Afghan personnel to operate Observatory, including two scientists and two technicians, subject to approval, No. 8 above.

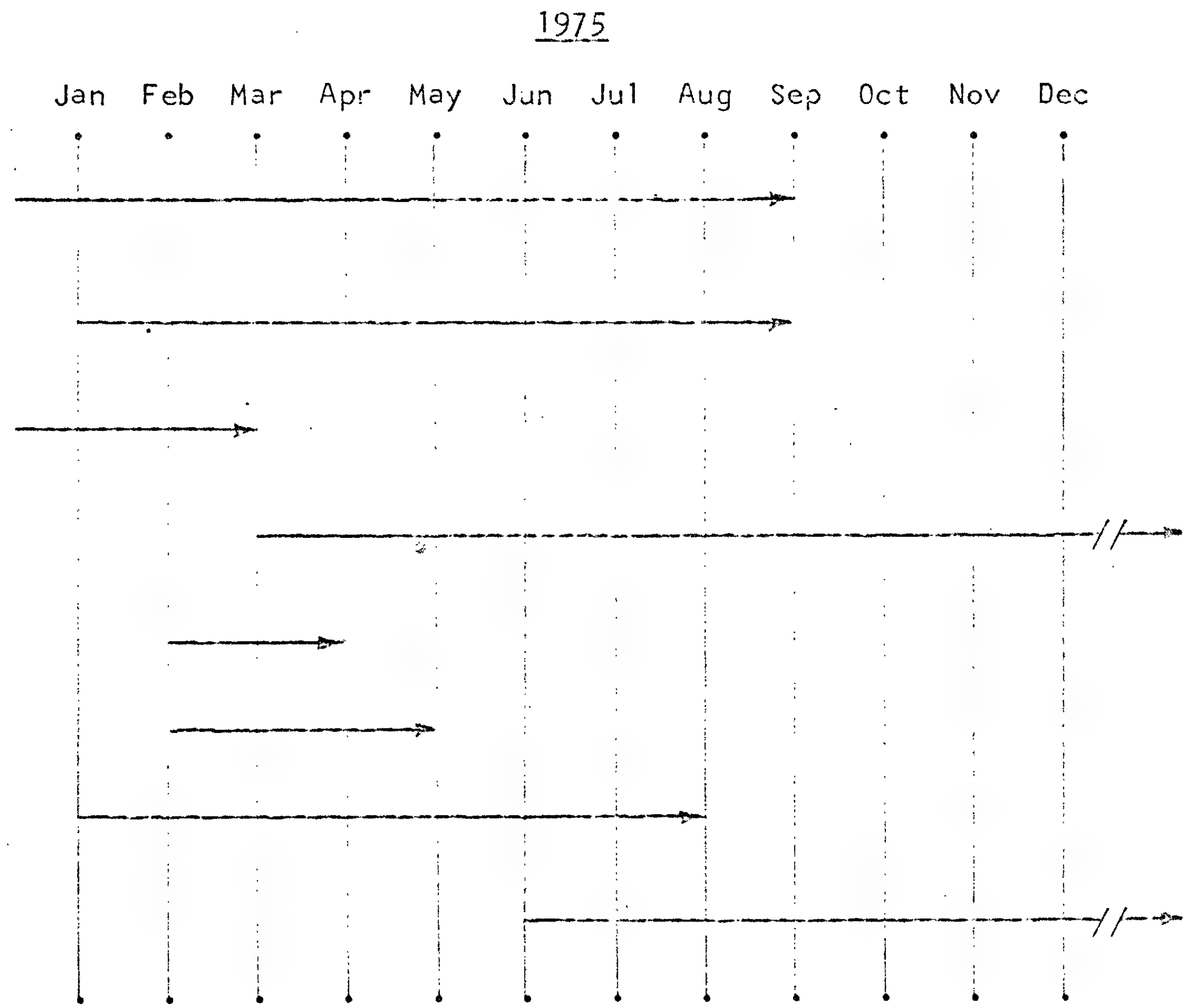
10. Assist in upgrading of technical library for Observatory, subject to approval, No. 8 above.

Dr. R. E. Gibson

INTERIM WORK PLAN -- FACULTY OF ENGINEERING PROFESSORS

Nebraska University Team

WORK AREA: Faculty of Engineering. As a natural consequence of his contact with CECSAR in the Faculty of Engineering, Dr. Gibson has encountered several significant problems of a Faculty-wide nature which are not specific concerns of engineering professors arriving in February 1975. The work items which are scheduled below are to be accomplished cooperatively by Dr. Gibson and other engineering professors (Johnson, Myers, Cross, & Davis).



1. Completion and full utilization of Engineering Annex.
2. Introduction of instruction in digital computers into all curricula of the Faculty.
3. Updating of Staff Development Plan (SDP).
4. Assistance in obtaining foreign scholarships from other donor agencies, provided SDP indicates need.
5. Inventory and evaluation of textbooks.
6. Inventory and evaluation of laboratory equipment.
7. Placement of K.U. orders for commodities.
8. Assistance in obtaining textbooks and laboratory equipment from other donor agencies.

INDIVIDUAL WORK PLAN -- DR. O. E. CROSS

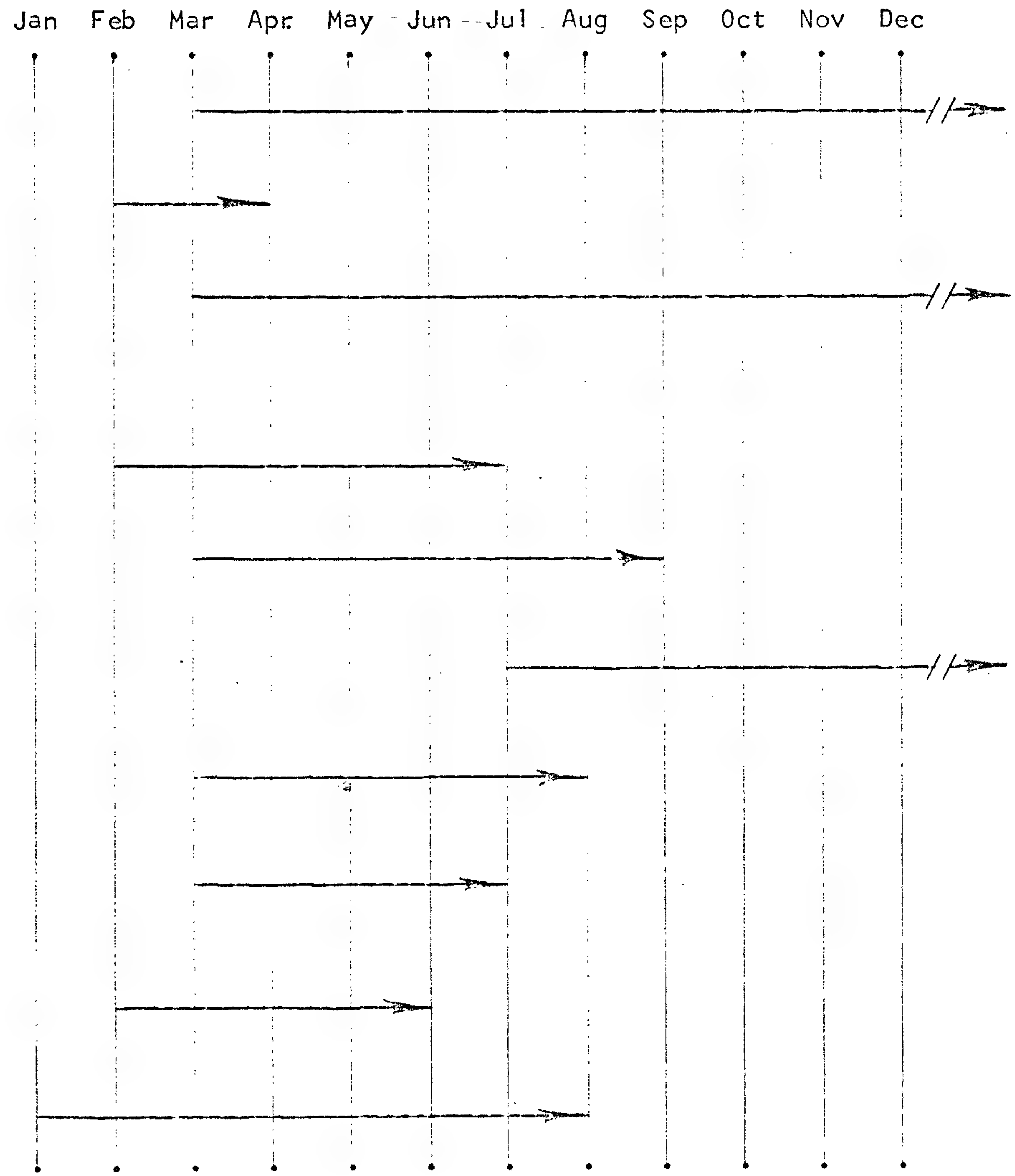
Departments of Agricultural and Civil Engineering, Kabul University

Nebraska University Team

WORK AREA: The incumbent in the Agricultural-Civil Engineering area will work with staff in the separate Faculties of Agriculture and Engineering to develop a new curriculum in Mechanized Agriculture (M.A.) and to up-date the curriculum in Agricultural Engineering (A.E.). Courses and laboratories in both curricula will be developed and established. Coordination of the efforts of the two Faculties involved will be of prime importance. Incumbent has been appointed, by Rector of Kabul University, to chair a committee to finalize all details relative to implementation of these two courses of study. Tentative schedule of events to achieve the goal and of associated events is as follows:

	1975											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. In-depth study of A.E. and M.A. curriculum.	completed (Nov. 1974)											
2. Consultation with departments in Ministry of Agriculture to determine employee (therefore KU graduates) qualifications.	completed (Dec. 1974)											
3. Secure from KU administration and Deans of two Faculties concurrence as to validity and need for both curricula. Also, secure agreement as to Faculty location of each curriculum.	completed (Dec. 1974)											
4. Establishment of details relative to areas of responsibility, staffing, funding, and cooperation of Aculty of Engineering and Faculty of Agriculture	——	——	——	——>								
5. Formal announcement and publication of both revised curricula.		——	——	——>								

1975



6. Promotion of new curricula in Ministries and in secondary schools.

7. Inventory and evaluation of texts and related references.

8. Course offerings in both curricula to start in March.

9. Establish laboratories and laboratory projects in:

   a. Farm internal combustion engines--for student use in 1st semester (March) 1975

   b. Transmissions, differentials, hydraulic systems, electrical systems, etc.--for student use in 1st semester (March) 1975

   c. Farm machinery (plows, cultivators, planters, sprayers, etc.)--for student use in 2nd semester (Sept) 1975

   d. Hydraulics (flumes, wiers, orifices, pumps, flow meters, etc.)--for student use in 1st semester (March) 1975

   e. Welding and metal working (arc and gas and basic machine shop machines)--for student use in 1st semester (March) 1975

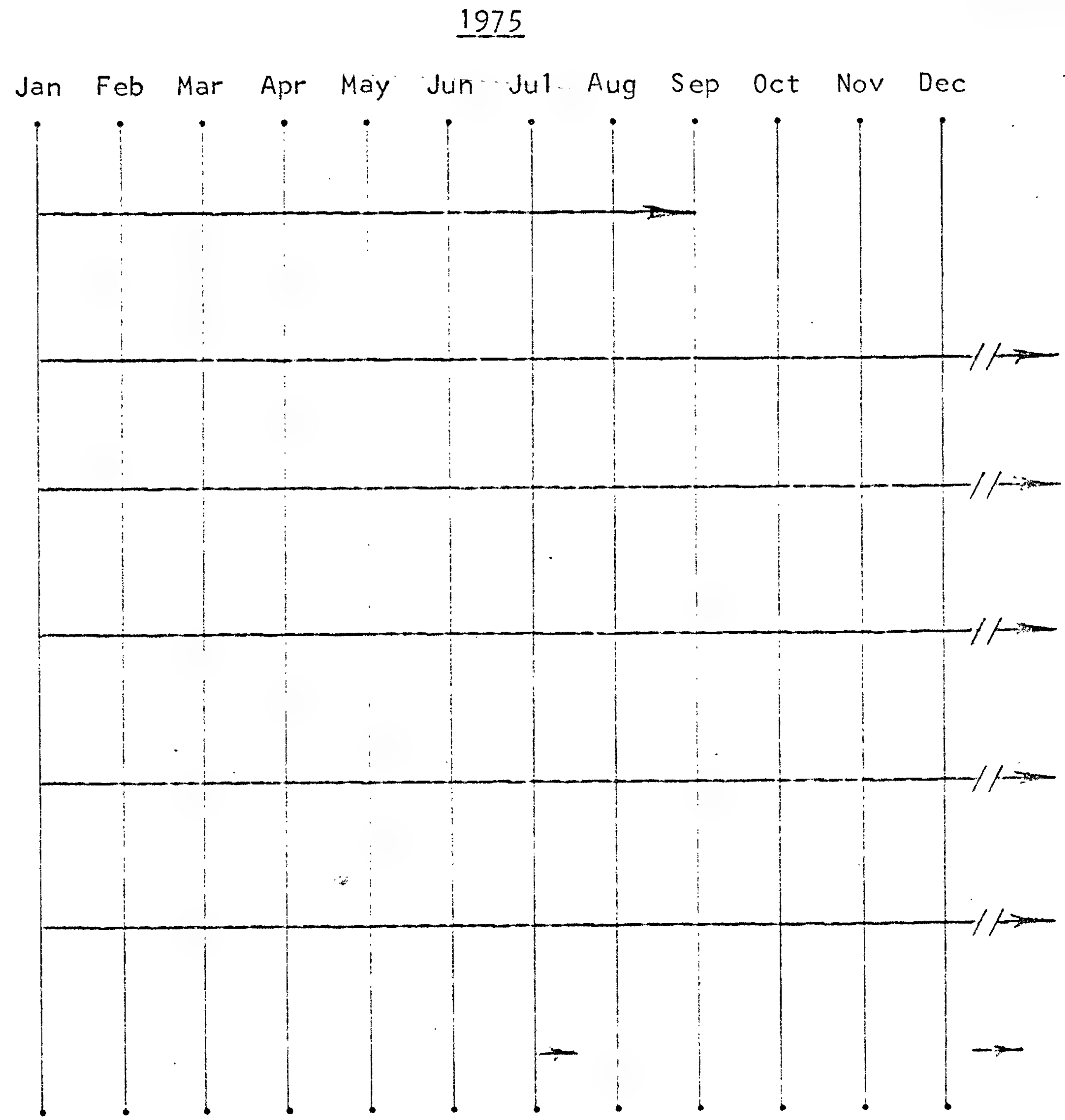
   f. Wood working and hand tools (basic wood working--care of hand tools and power equipment)--for student use in 1st semester (March) 1975)

10. Placement of KU orders for commodities.

practical purposes. Almost the only positive aspect in the University was that classes continued to meet. Research was limited to small projects financed by the individual researchers. The University was in real trouble.

In spite of these conditions the three original members of the Nebraska Team were able to commence work on project objectives. Accomplishments during late 1974 and early 1975 include: opening of communications with the faculties, including some individuals who were later to assume leadership roles; familiarization with the educational system at Kabul University and with Primary and Secondary education in Afghanistan, enabling orientation of remaining team members in these matters: establishing of communications between remaining team members and their counterparts prior to arrival, thus facilitating their early efforts after arrival; initiation of new machinery for commodity orders and re-starting of that entire process; initiation of cooperative Faculty planning in Engineering and Agriculture for the new Agricultural Engineering and Mechanized Agriculture curricula; re-establishment of CECSAR as an operational unit and drafting of a new Constitution; re-establishment of the Pre-Engineering Program with financial assistance from the ASIA Foundation; and organization of a team operation, including the establishment of procedures and filing systems, arrangements for officing and transportation, and hiring of local staff.

On December 31, 1974, the Government announced that Kabul University's Rector had been relieved of his post for "incompetence." This was an unusually severe form of discharge from a high position,



11. Adult education--stimulate interest in Ministries and commerce and secure cooperation at KU for offering adult education courses.

12. Research--continue to encourage and guide staff research and assist in acquisition of research funds.

13. Consultation--organize staff to perform consultation services through CECSAR and assist in seeking jobs.

14. Assume responsibility for preparing, placing and briefing Visiting Lectureship candidates in the Ag.Engr.-Mech.Ag. areas before they depart for the States.

15. Meet and brief all Participant Training candidates in the Ag.Engr.-Mech.Ag. areas before they depart for the States.

16. Assist in the identification and programming of short-term consultant expertise for special areas in the Ag.Engr.-Mech.Ag. program at KU.

17. Annual leave.

INDIVIDUAL WORK PLAN -- HARRY J. MYERS

Power Generation and Distribution

Nebraska University Team

WORK AREA: Advisor will contribute to the strengthening of the electrical engineering staff in the area of power plants and the transmission and distribution of electrical energy. Incumbent will encourage consulting and research activities within the staff to enhance practical experience. Incorporation of practical courses will be encouraged in power option at Kabul University, MEEP Department.

Arrival Date: Feb. 3, 1975

1975 — 1976

Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun

1. Assist in preparation of commodity order which requires in part the following:

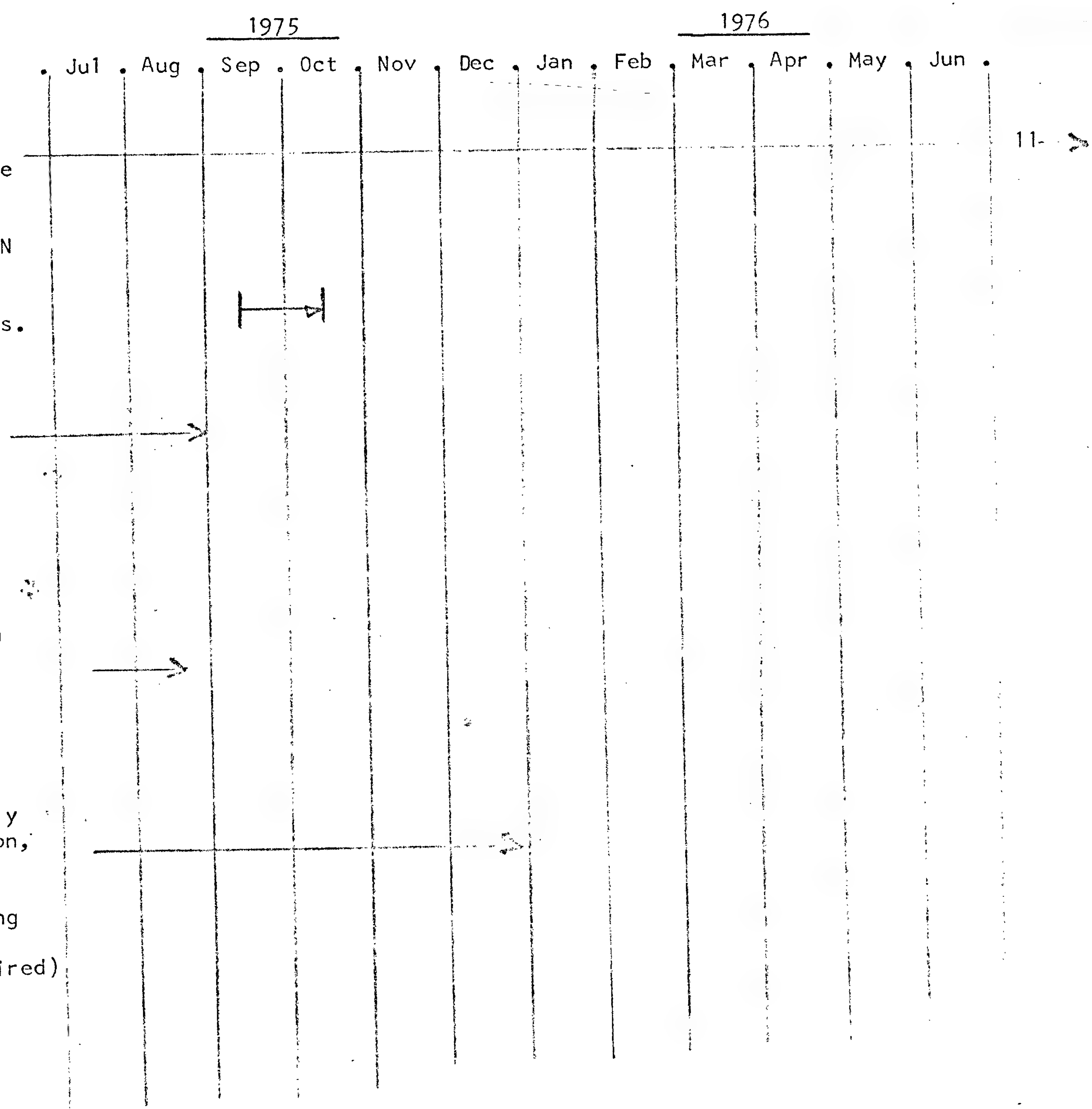
   a. Evaluation of textbooks*

   b. Inventory and evaluation of lab equipment.

2. Evaluation of lab work and development of a standardized lab work book for all labs.

3. Assist in Staff development plans by encouraging technical and improvement of instruction seminars. Also included is Assistance in obtaining scholarships, visiting lectureships, etc.

*What is taught? (Level, direction) Need to find way of getting new texts for review.



4. Locate and procure surplus equipment in U.S. thru personal and UN system contacts. (Arrange shipment thru UNO)

5. Obtain visiting Lecturer from UN system resources or industry. Lecturer should be an expert in various protective relay schemes. Lecturer should remain for approximately 30 days.

6. Development of Power Option.

   a. Visitation of power utility facilities throughout Afghanistan to determine Engineer training requirements and deficiencies.

   b. Development of curriculum in power based on (a) above. (Submission and approval required by faculty and administration).

   c. Strengthening and updating power courses area especially in standards, instrumentation, distribution, transmission, generation, and management. Accomplished by incorporating new texts, references, lab equipment, etc. (where required)

	1975						1976						
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
7. Design and build equipment mockups and demonstrators. (Use senior design course for this as much as possible.)*	—	—	—	—	—	→							
8. Establish a program of undergraduate research such as students assisting CECSAR.	—	—	—	→									
9. Procure books and have space authorized for small library in Engineering building. Required for use by students as central library is not utilized.	—	—	—	—	—	—	→						
10. Establish advisory committees as a part of the coordination effort with industry. Attempt to locate key people in country so as to generate interest through out industry in University programs.	—	—	—	→									
11. Coordination with AID in the on-going programs they finance. Of special significance are the training, both in & out country, in power such as Kajakai.	—	—	—	—	—	—	—	—	—	—	—	—	11→

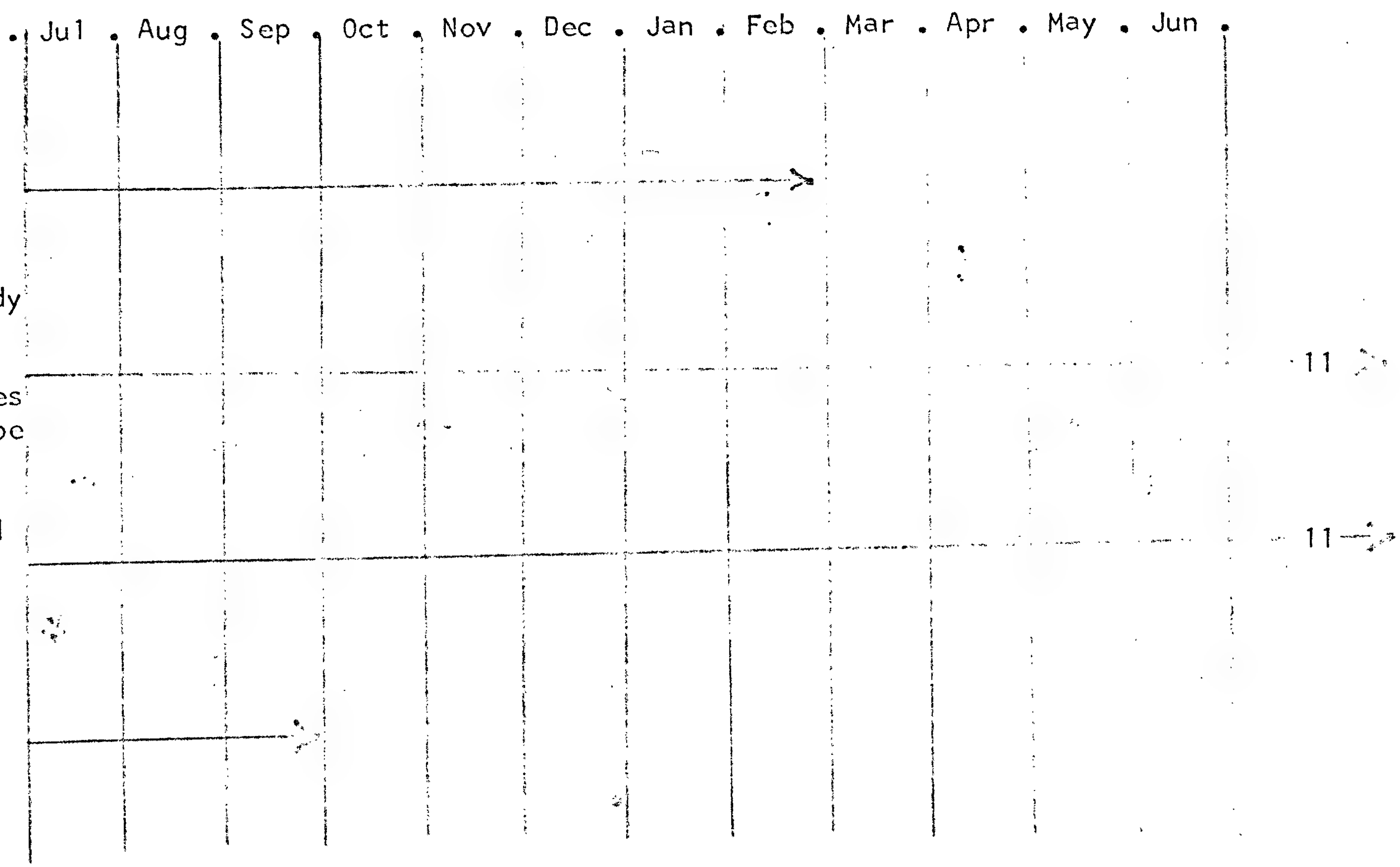
*Limited parts may extend this.

12. Establish a comprehensive Audio-Visual library with adequate equipment so as to be useful to the Faculty.

13. Initiate a graduate follow-up study and make it on-going. By keeping track of former graduates and following progress of new graduates a more comprehensive program can be established.

14. Encourage consulting, professional activities, and "outreach" type projects.

15. Assist in preparation of seven-year development plan for Kabul University. Includes curriculum, staff, space, and equipment. Also follow-up to make plan effective.



INDIVIDUAL WORK PLAN -- DR. T. H. DOANE

Faculty of Agriculture, Kabul University

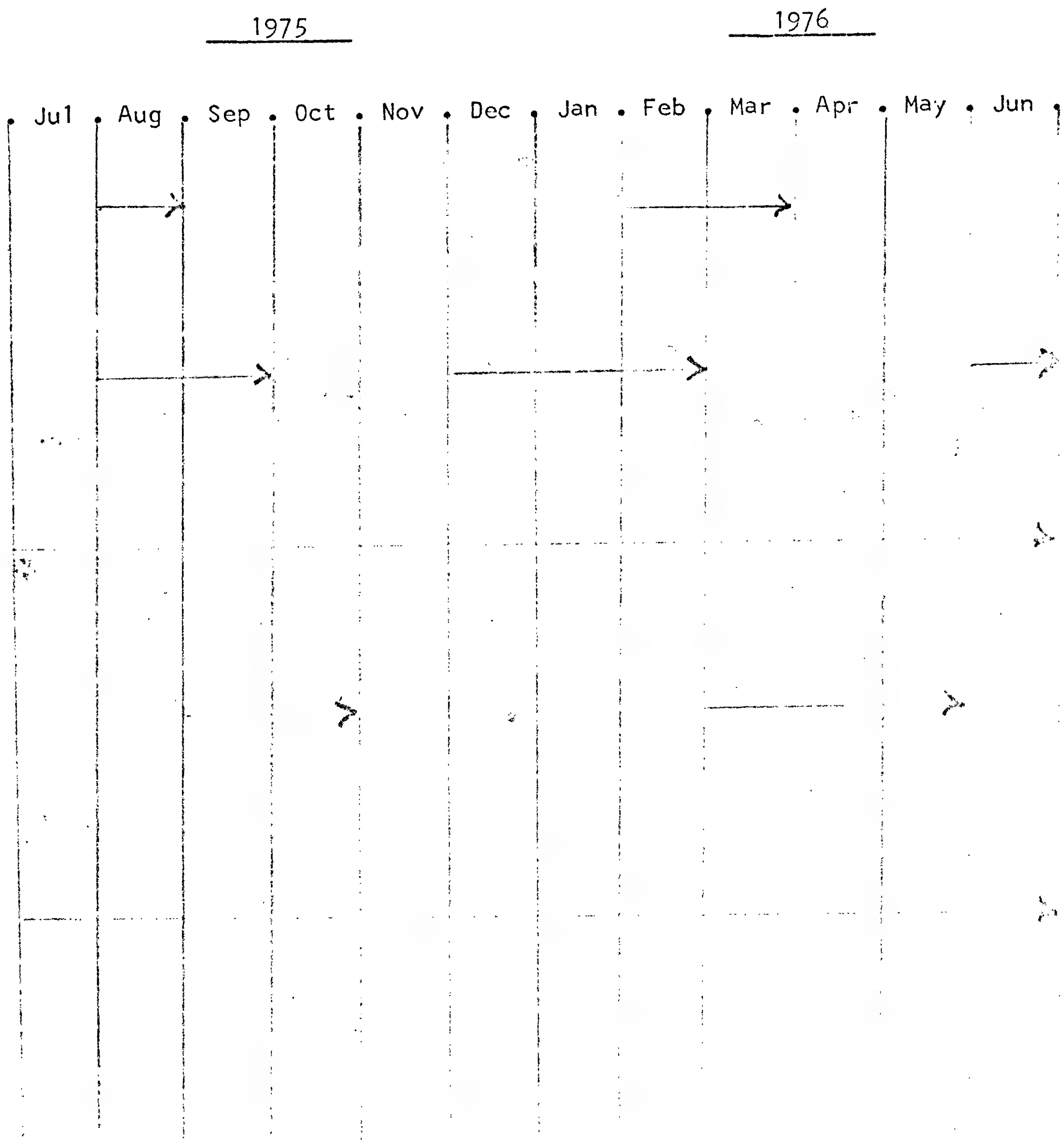
Nebraska University Team

WORK AREA: The primary area of work is to provide advice in research, curriculum and staff development. Special emphasis areas are Animal Science, Extension, and Economics. Outreach shall be encouraged where possible to make the public aware of the purpose of the institution. It is evident that cooperation with outside agencies, where personnel and financial exchanges are available, needs to be solicited and cultivated.

The development of research procedures will be the major thrust at the beginning.

	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Research Center development												
a. Encourage the Dean and staff members to support the center.												
b. Solicite funding and projects for the center.												
2. Research Project development												
a. Assist and encourage staff members to write or develop projects on Afghanistan problem												
b. To develop 5 on-going projects per department.												

	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
3. Curriculum development									- - -	- - -	- - -	- - ->
a. Incorporate within the existing courses practical courses that are problem oriented.												
b. Reinstate laboratory courses.												
c. Equalize credits between departments.												
4. Staff development												
a. Encourage FTE system.												
b. Stabilize staff to 75% on duty												
c. Increase salaries to 6,000 Afs per month.												
d. Develop international conference concept.												
5. Commodities	- - -	- - ->					- - -	- - ->				
a. Coordinate and expedite all contract commodity orders ($120,000)												
b. Receive and distribute commodities												



6. Visiting Lectureships

   a. Expedite and complete Faculty of Agriculture's 3 remaining Lectureships.

7. Participant Returnees

   a. To assist the 12 returnees in finding their place in the Faculty.

8. Cooperation with Ministries

   a. Encourage others and do 2 research projects with the Ministry of Agriculture

9. Genetic improvement of Livestock

   a. Encourage the distribution of genetic superior sires to farmers. (rooster, bulls, rams) from the KU Research Farm

10. Physical plant planning

   a. Develop a livestock research production complex at the KU Farm

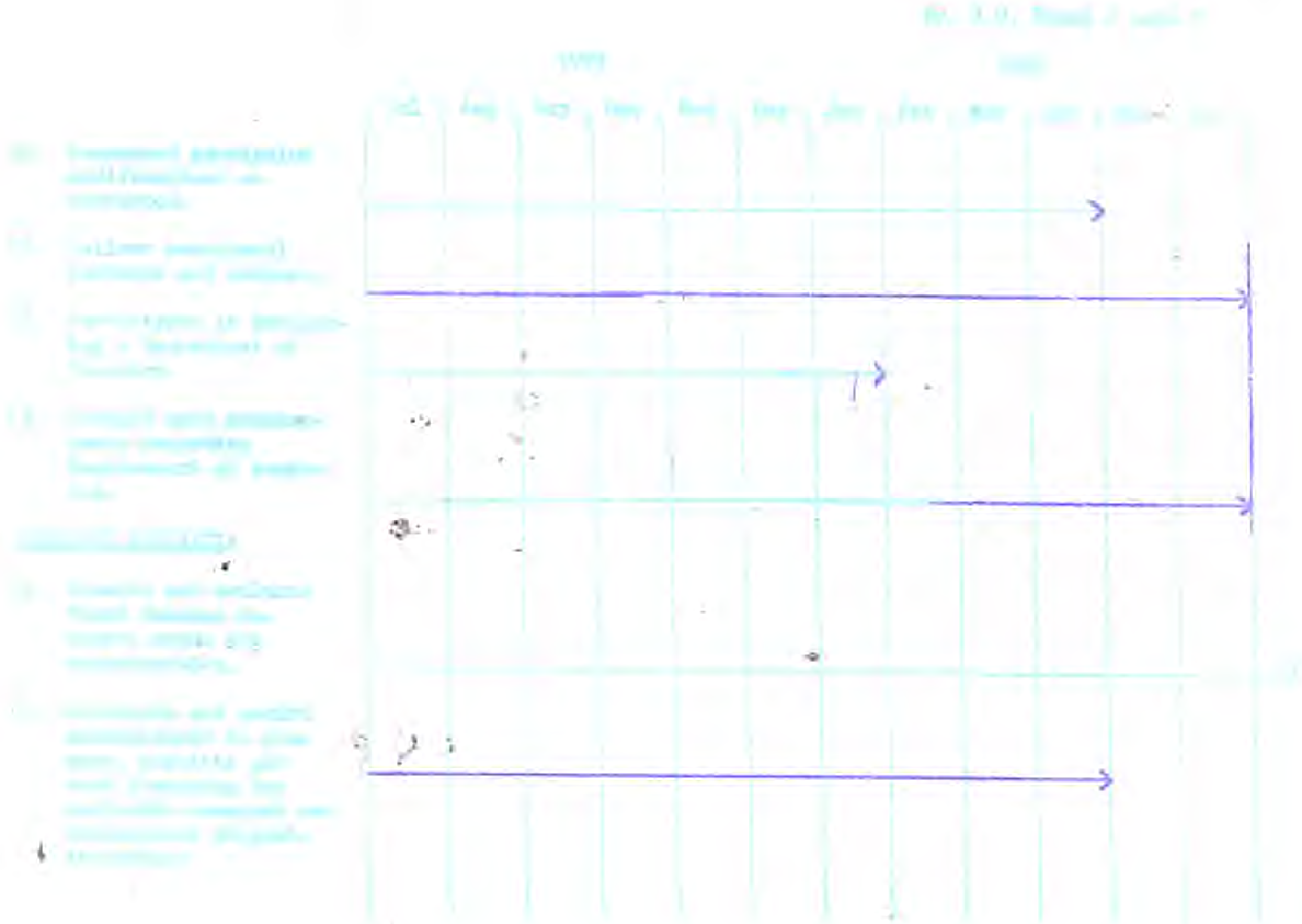
	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
11. UNDP/FAO Activities, The Asia Foundation	—	—	—	—	—	—	—	—	—	—	—	→
a. Encourage the Soliciting of funds and scholarships from agencies other than this contract.												
12. Veterinary Faculty Cooperation							—	—	—	—	—	→
a. To develop curriculum and research programs between the two faculties.												
13. Short-Term Consultants	—	—	—	—	—	—	—	—	—	—	—	→
a. Develop plan and utilize short-term consultants in agricultural research.												
14. Reports USAID & KU	—	—	—	—	—	—	—	—	—	—	—	→
a. Write monthly reports and assist USAID in evaluation of agriculture reports as they request.												
15. Vacation		10 days				12 days						12 days

reportedly having occurred only once or twice in Afghanistan in the last thirty years. Obviously, the Government was highly concerned about the state of affairs that had developed at KU.

A period of uncertainty followed this action as the Government searched for a successor to the Rector. The University continued to operate, however, under the leadership of the Vice-President for Academic Affairs, who was also required to serve as Vice-President for Student Affairs and General Director for Business Affairs. The Faculties of Agriculture and Engineering were led by Assistant Deans originally appointed by the old administration. Not a lot of movement occurred for several months, but the six remaining Nebraska Team members arrived and several of their projects were started. The first semester of the 1354 academic year got off to a successful, if somewhat confusing start on March 21, 1975, some three weeks after a new Rector was appointed.

President Ghulam S. Mohibbi was appointed on March 4, 1975 (he prefers the title "President" to "Rector"). One of his first acts was to inform us of his desire to obtain the maximum benefit possible from the presence of the Nebraska Team. He spoke very highly of previous USAID support at the University, and welcomed help in all areas, including the Central Administration.

Over a period of about two months President Mohibbi filled all the key administrative vacancies in the University. He made his appointments very deliberately, and in every case appears to have



	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Establishment of basic breeding stocks of main seeded vegetable species.												
2. Establishment of basic breeding stocks of legumes.												
3. Planning and possible establishment of [illegible] Research.												
4. Planning and establishment of research in preservation.												
5. Preparation and possible establishment of R & D project in agricultural production of [illegible] crops.												
6. [illegible] of staff [illegible]												
7. [illegible]												
8. [illegible]												

	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
[illegible]												
[illegible]												
[illegible]												
[illegible]												
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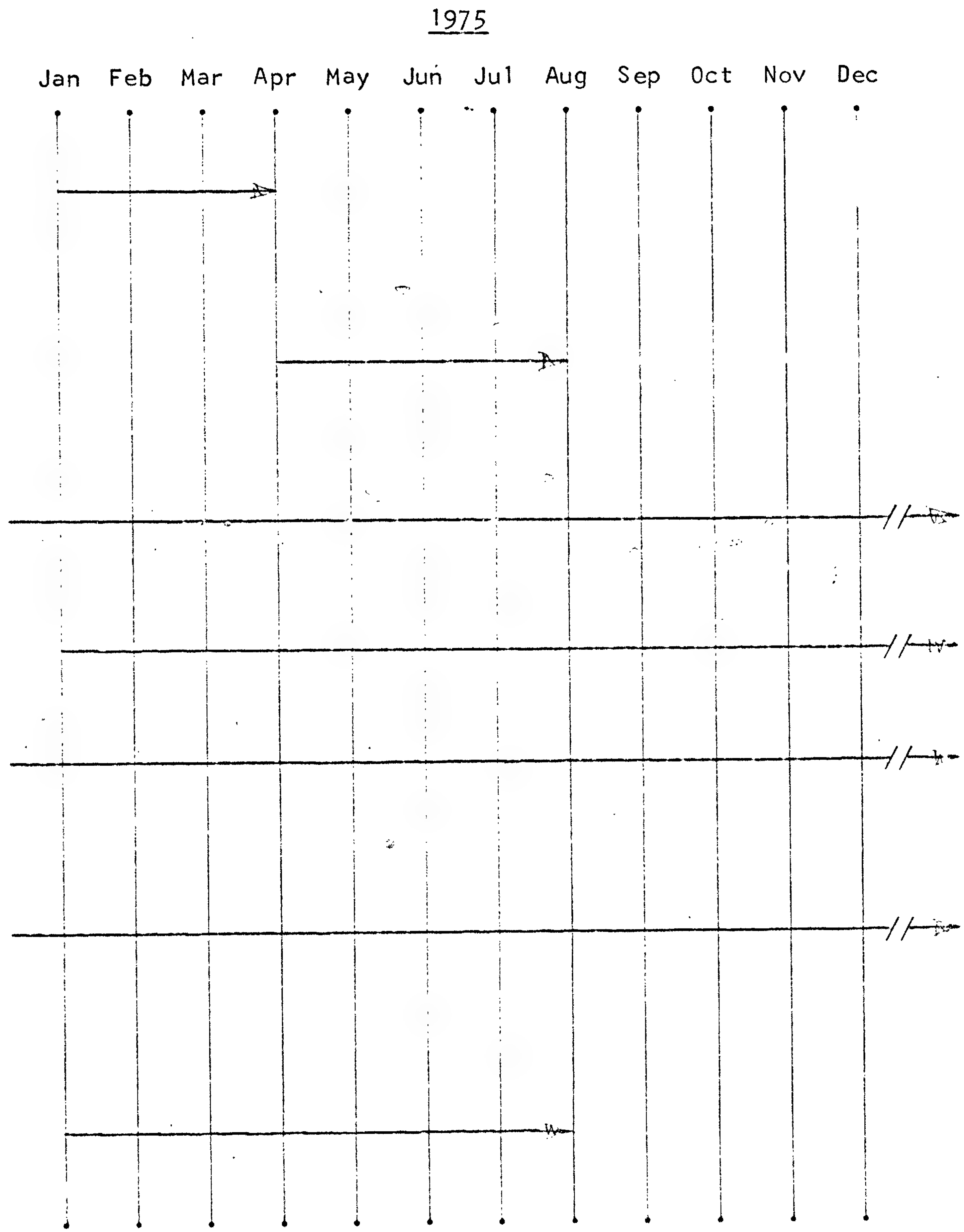
INDIVIDUAL WORK PLAN -- DR. G. W. GLIDDEN

Advisor, Department of Professional Education,
Faculty of Letters and Humanities

Nebraska University Team

WORK AREA: The responsibility for secondary education teacher training at Kabul University is divided among several Faculties--i.e., Letters and Humanities, Science, Agriculture--with limited coordination and exchange of ideas among them. The Faculty of Education was abolished by order of the Ministry of Education in the fall of 1973. The Faculty of Education is now in the process of being merged into other Faculties. The Department of Professional Education has been assigned the responsibility of providing the general "core" of professional courses to all students who wish teacher training, irrespective of their Faculty designation. Specific education courses applicable only to specific area of teacher training (methodology, teaching materials, etc.) will be taught by the subject matter areas. There is limited coordination and cooperation between the University and the Ministry of Education regarding such topics as (1) in-service teacher training, (2) competencies that teachers need to have for teaching in the secondary schools, and (3) teacher placement throughout the nation. There is need to assist Kabul University in working toward better coordination, integration and long-range planning of the professional education component of the teacher training curriculum that will contribute to the preparation of secondary school teachers. By contributing to the coordination, integration, planning, analysis and facilitation, it is hoped that a reorientation of the teacher training curriculum in the Department of Professional Education of the Faculty of Letters and Humanities and other departments concerned with teacher preparation will be effected.

This work plan is based on four assumptions. First, that the Department of Professional Education will serve as the linchpin in providing the "core" professional education courses for all students at Kabul University interested in being trained as secondary teachers for Afghanistan regardless of their particular Faculty designation. Second, that the development and implementation of a strong "core" sequence of professional education courses is equally important in the preparation of secondary school teachers as is the necessary academic training that a student receives. Third, during the course of the next year it will be possible to obtain Department of Professional Education faculty interest, support, and cooperation toward the areas established in this particular work plan. Without the faculty's active cooperation and participation little of lasting value can or will be accomplished. Fourth, that somehow present faculty demoralization and dejection, caused by the abolishment of the Faculty of Education, can be overcome so the faculty will start functioning as professional educators.



1. Work with the faculty of the Department of Professional Education and other departments engaged in teacher preparation in placing orders for their part of FY 74 commodity order--$65,000 total.

2. Work with the faculty of the Department of Professional Education and other departments engaged in teacher preparation in placing orders for their part of FY 75 commodity order--$55,000 total.

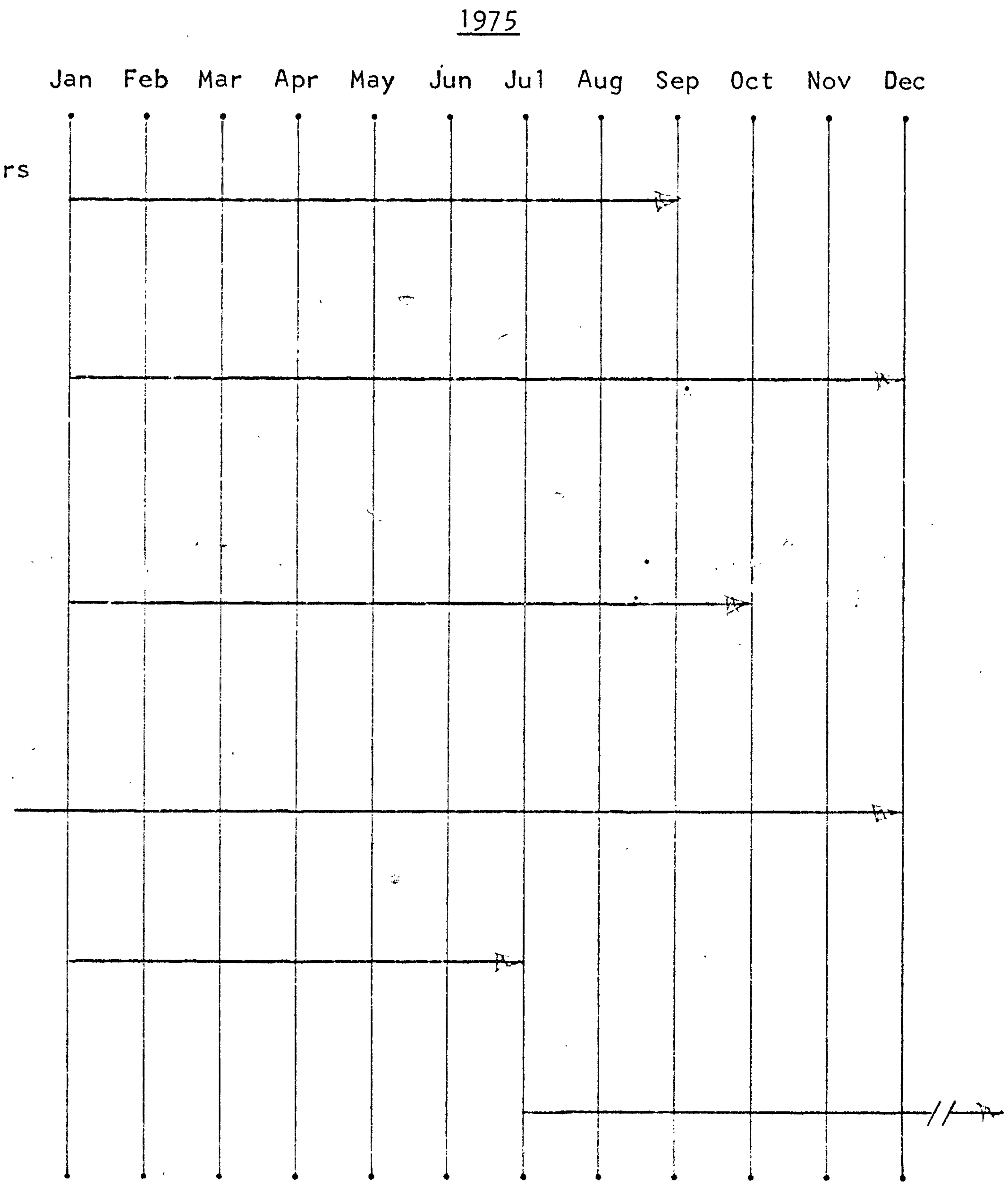
3. Meet, brief, and prepare placement briefs on all Participant Trainees and Visiting Lecturers in Education category before they depart for the States.

4. Hold frequent seminars or colloquia in my home for the Department of Professional Education.

5. Have bi-weekly meetings with Peace Crops members in the TOEFL and Business-Secretarial Program at Kabul University.

6. Hold weekly meetings with my counterparts:
   a. Dean Mir Hussain Shah, Faculty of Letters and Humanities
   b. Mr. Azhar, Chairman, Department of Professional Education
   c. Mr. Amin, Administrative Assistant for Faculty of Education

7. In response to a request by the Comparative Education instructor will develop a student monograph or pamphlet explaining the American school system which will be translated into Dari.



8. Help achieve full implementation of the signed protocol between the Faculty of Letters and Humanities and Faculty of Science as it applies to proposed course sequence for the training of secondary teachers.*

9. Encourage and assist in the refinement by subject matter topics, of a coordinated sequenced series of education courses previously established by the signed protocols.*

10. Develop a written proposal for submission to some governmental agency, private foundation or donor that would be supportive of translating and producing student textual materials for use in the Department of Professional Education teacher training courses, particularly those found in the protocol.*

11. Obtain through faculty colleagues at UNO at least one new (1970's copyright date) reference textbook for each faculty member in the Department of Professional Education.

12. Assist the Department of Professional Education in a study of its staffing patterns in relation to its present and future plans and commitments.*

13. Encourage and assist the Department of Professional Education in the development of a departmental plan as to where it wants to be three or five years from now.*

*Situation in Department of Professional Education not conducive to this goal yet.

appointed the most highly qualified man available to him. The several Deans and other administrators known to be performing well were not replaced. New appointments included the Vice-President for Student Affairs, General Director of Business Affairs, Director of the University Research Center, Director of Foreign and Cultural Affairs, Director of Planning and Statistics, and several Deans, including Agriculture, Engineering, and Science.

In the short time since these appointments were made, we have witnessed definite progress. As reported below, materials and supplies are again flowing into the University. Decisions are being made, but of course not at the rate to which we, impatient Americans, are accustomed. University planning is in progress. In general, faculty morale is judged to be the highest that we have seen it. By and large, competent men are at the helm.

In May of 1975 President Mohibbi requested the services of a short-term consultant in the area of Business Affairs, and the campus responded by dispatching Dean William V. Muse of the College of Business Administration at UNO. Dean Muse arrived on July 8 and will remain for approximately two months. He will recommend the steps needed to restore operations to at least the level developed by previous consultants of the Indiana Team, especially in materials management, budget, accounting, and purchasing. To date he has been very well received, and his tour promises to be productive.

14. Encourage and assist the Department of Professional Education in reviewing and making recommendations that will improve the student teaching component of the secondary teacher training program.*

15. Assist in the identification and programming of short-term consultant expertise for selected aspects of the teacher training program at Kabul University.

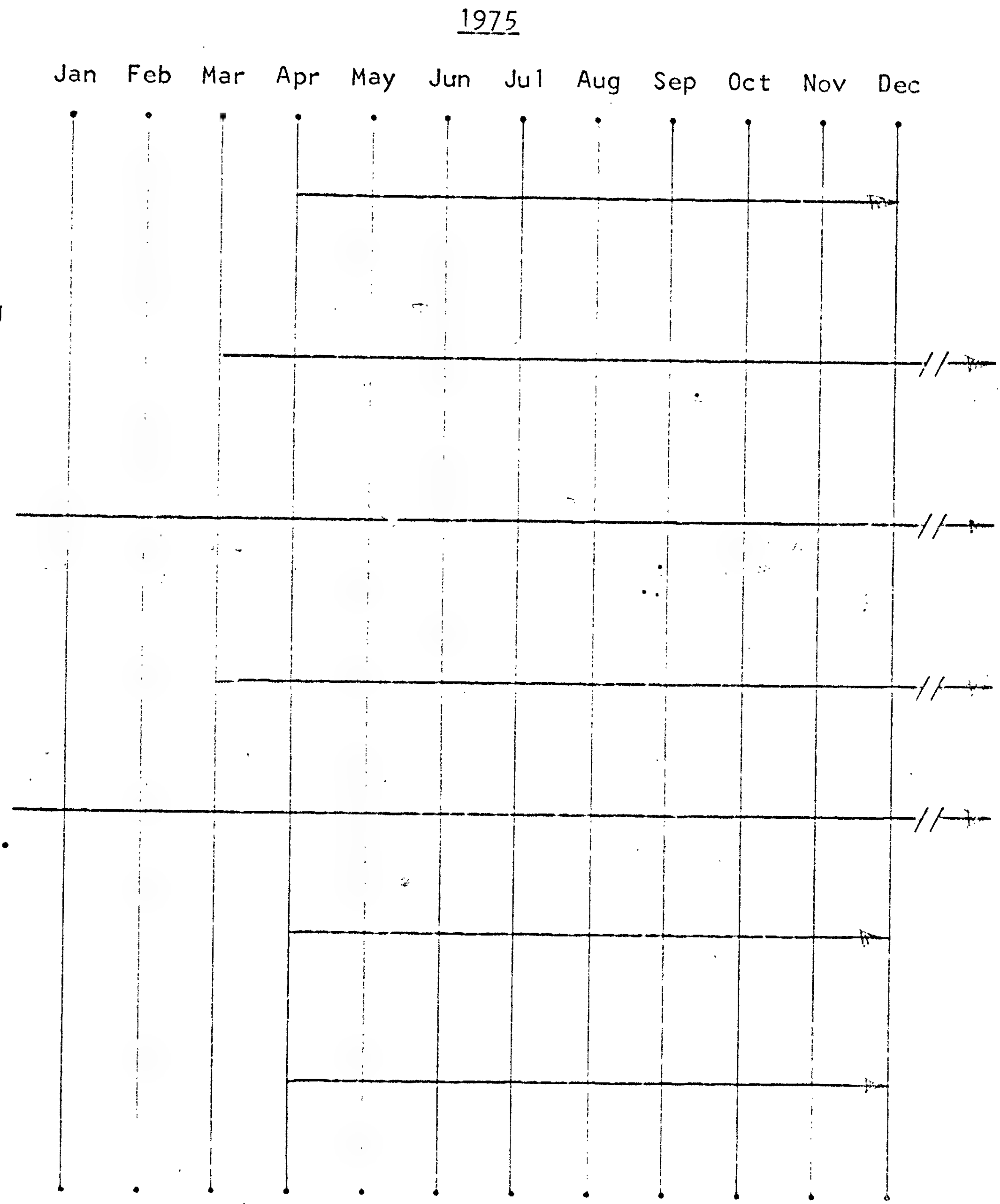
16. Assist in the obtaining of foreign scholarships from other donor agencies to provide for future Staff Development Plan for faculty of the Department of Professional Education.

17. Utilize the expertise of Dr. Gerald Boardman to encourage and help in establishing individual and group research endeavors within the Department of Professional Education.

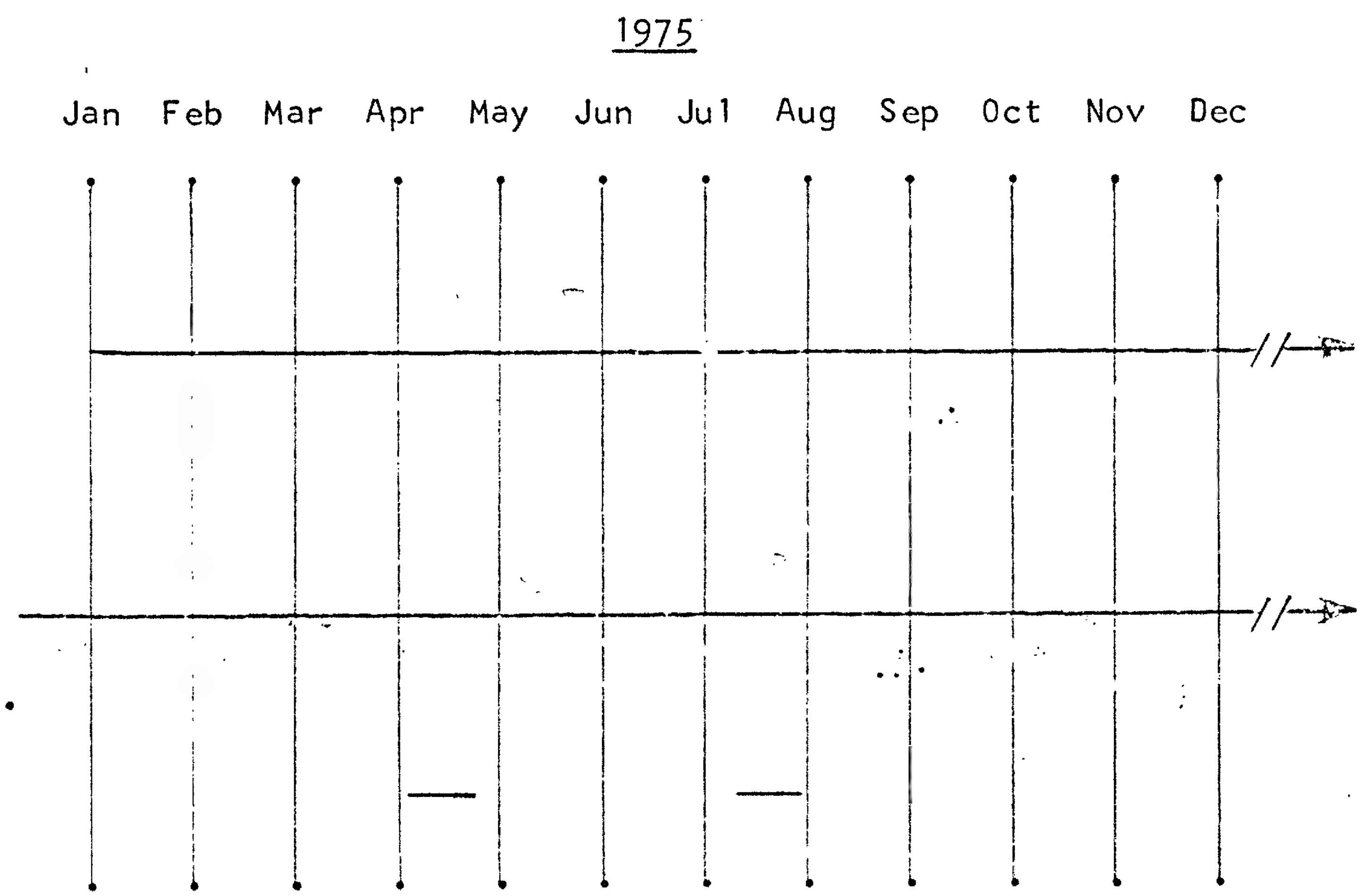
18. Be a resource person to any and all faculty members as they search or seek out information to educational questions that they have.

19. Make arrangements to get outside of Kabul University to observe the elementary and secondary schools of Afghanistan.

20. Visit the other types of teacher training institutions in Afghanistan, such as DMA's, Teacher Training Colleges, Higher Teacher Training Colleges, and Academy for Teacher Educators.



*Situation in Department of Professional Education not conducive to this goal yet.



21. Assist the Ministry of Education through study, analysis and recommendations concerning teacher education, particularly in the areas of (1) certification of teachers and (2) in-service education projects.

22. Serve at the request of individual faculty members as a guest lecturer in various Department of Professional Education courses as it contributes to or enhances the achieving of my role at Kabul University.

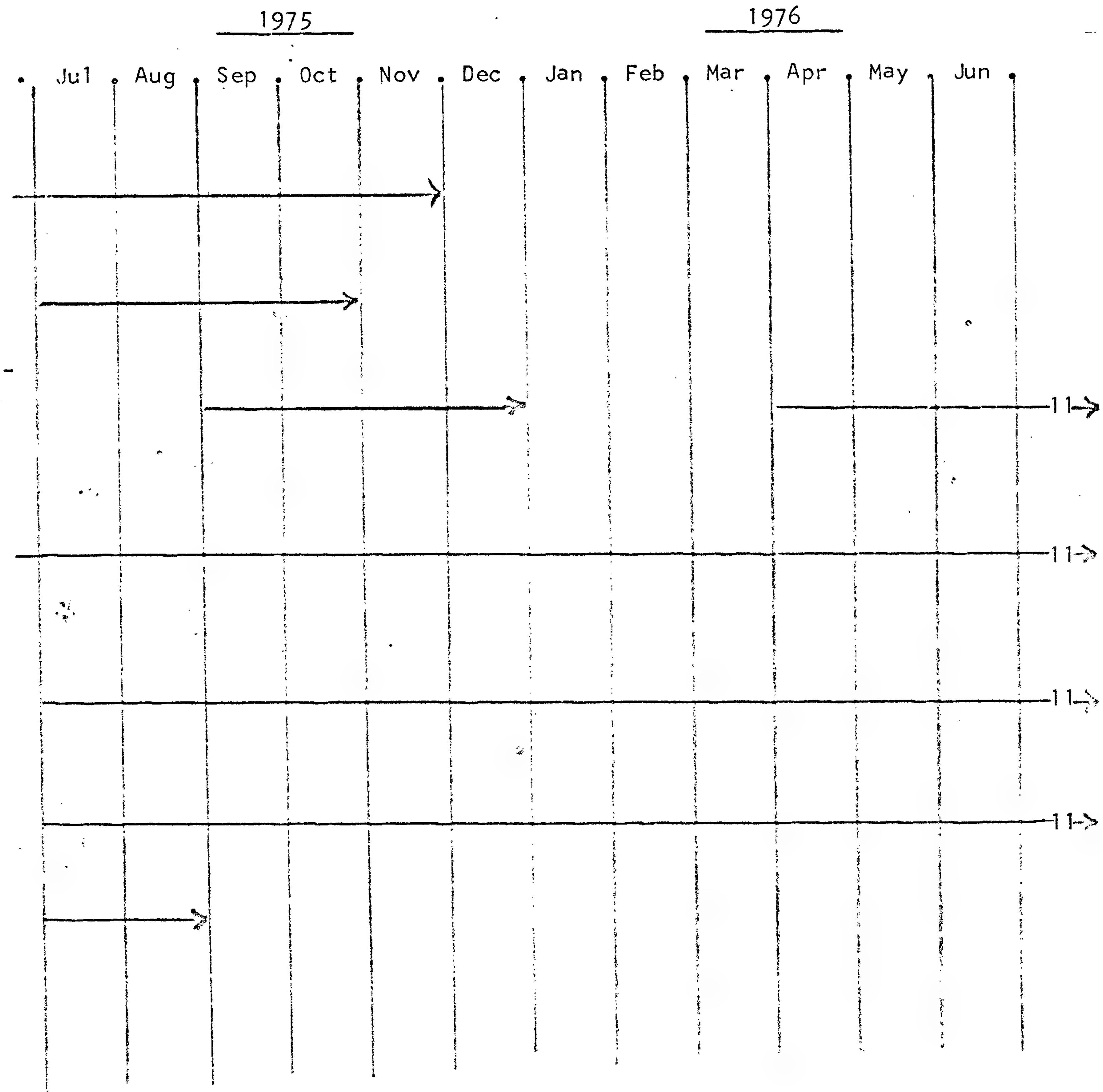
23. Will take my annual leave two weeks during April and two weeks during July or August.

INDIVIDUAL WORK PLAN -- DR. H. L. DAVIS

Vocational-Technical Education Consultant

WORK AREA: Dr. Davis is expected as a consultant in this area to build a viable self-sufficient program for training vocational-technical education teachers to the baccalaureate degree level to supply the currently existing need for vocational-technical teachers in the country.

	1975						1976					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Assist in identification and hiring of faculty members to meet protocol number	(8) (2 additional) →	→	→	→	→	→	→	→	→	(10 more) →	→	→ 11
2. Assist new staff in preparation of complete course descriptions for first three years of the curriculum.	→	→	→	→								
3. Surveys to determine level of skill required to be taught in classes.	→	→	→	→	→	→	→	→	→	→		
4. Set up advisory committee for curriculum development	→	→	→	→	→							
5. Coordinate commodities order for department.	→	→										
6. Coordinate a class scheduling system for department.	→	→	→									
7. Gain acceptance for VTE as a separate School or as a Dept of Faculty of Engineering	→	→	→	→	→	→	→	→	→			



8. Become informed in respect to effect of New Educational Reform and its implications for department.

9. Complete visitation of all Voc-Tech schools in country

10. Assist teaching of professional Voc Education courses (one each semester, with counterpart).

11. Coordinate and assist in planning and design of new vocational-Technical education building (laboratories and equipment).

12. Continue promotion of cooperation with Vocational agencies in country.

13. Work with other foreign countries interested in promoting Vocational-

14. Assist in developing the Seven-Year Plan

APPENDIX C

Summary of Nebraska Team Personnel

APPENDIX C.

Summary of Nebraska Team Personnel

Name	Position	Academic Rank	Date of Arrival at Post
Gibson, Richard E.	CECSAR Consultant and Chief of Party	Professor	16 September 1974
Glidden, G. Wayne	Educational Curriculum Specialist and Assistant Chief of Party	Professor	16 September 1974
Cross, Otis E.	Agricultural-Civil Engineer	Associate Professor	16 September 1974
Boardman, Gerald R.	Educational Research Specialist	Associate Professor	3 February 1975
Davis, Harold L.	Vocational Technical Education Specialist	Professor	3 February 1975
Doane, Ted H.	Animal Scientist	Professor	3 February 1975
Young, Joseph O.	Plant Scientist	Professor	3 February 1975
Johnson, Marvin M.	Management Engineer	Professor	3 February 1975
Myers, Harry J.	Electrical (Power) Engineer	Associate Professor	3 February 1975
Muse, William V.	Business Affairs Consultant (short-term)	Professor and Dean	8 July 1975

b. University Planning.

When the early contingent of the Nebraska Team arrived in September 1974, we learned that a planning committee had recently completed a Five-Year Plan for the University, but had been unable to submit it to the incumbent University Administration. It had been started under a previous administration, and was based upon the 1973 Indiana report entitled "A Plan for Developing a Five-Year Plan of Kabul University."

The Committee decided that their efforts should not be wasted, however, so they submitted their plan directly to the Government of Afghanistan. It is interesting to note the membership of this rather courageous committee. Although the original committee membership was larger, most of the final drafting was done by three men: Dr. Ghulam S. Mohibbi, later to become President of the University; Dr. A. Azim Ziayee, to become Mohibbi's close advisor in charge of University Planning and Curriculum Development; and Dean Rajib Ali Karim of the Faculty of Engineering. Dean Karim is presently a USAID Participant at the University of Michigan. Dr. Taulman Miller of Indiana University, who departed in August 1974, advised the group. There is every indication that the Five-Year Plan was found by the government to be a competent document, and that a deliberate decision was made to place the future of the University in the hands of its authors.

Soon after his appointment as President, Dr. Mohibbi indicated to us that he wanted short-term consultative assistance to further

refine the Five-Year Plan. This scheme was interrupted when it was learned that the Government had decreed a new Seven-Year Plan for all of its agencies, and that the University's Plan would have to be coordinated with those of the other agencies. As it turned out, the early submission date expected for this Plan did not allow enough time to obtain a short-term consultant from our campuses. It must be submitted to the Ministry of Education by mid-September.

Preparation of the Seven-Year Plan is underway at the time of this writing. It is being carried out for the first time with maximum input from the Faculties, and we understand that the previous Five-Year Plan forms the basic framework, but that several additional innovations will be included.

Most Nebraska Team members are heavily involved in this exercise, at Faculty and departmental levels. A new planning committee, under Dr. Ziayee's direction, is coordinating the overall effort. The University's plan is, of course, being prepared in Dari, and because of the urgency for submission, committee discussions are in Dari. This precludes Nebraska Team involvement in the deliberations of the committee, but we are able to provide ample input through Dr. Ziayee, other committee members, and the Deans.

Following are several items which we presently understand will emerge from the Seven-Year Plan:

- Emphasis on curricula which are development related, especially in Education, Agriculture, Engineering, Polytechnic, and

First and Second Six Month Reports

Nebraska University Team

USAID Project 306-11-660-121

HIGHER EDUCATION -- KABUL UNIVERSITY

Kabul, Afghanistan

September 1974 - August 1975

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